

1. NMWD 185, DECISION 25781
(NEW NMWD 40843, DECISION 58629)

Regional Staff Officer – PM-04

Position 49230

Position 49235

Position 49260

Position 65998

Position 66131

Position 66132

Position 75170

Position 75667 (INA)

Position 75769 (ABO)

Position 75417 (INA)

Position 70482 (INA)

Position 75499 (INA)

Position 145065

Position 128910

Position 135243

Position 139606

Position 75998

Position 131237

Position 145484

Position 140591

Position 125924

Position 139605

WD and Rationale



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste: 0000000711	Position Title - Titre du poste: Regional Staff Officer
Position Classification - Classification du poste: PM-04	National Occupation Code - Code national des professions: 1221
Department/Agency - Ministère/organisme: Fisheries & Oceans Canada	Effective Date - Date d'entrée en vigueur: APR 01 2011
Organizational Component - Composante organisationnelle: Fisheries and Aquaculture Management	
Geographic Location - Lieu géographique: St. John's, NL	Job/Generic Number - Numéro d'emploi / de générique: NMWD #185, Decision # 25781
Supervisor Position Number Numéro du poste du surveillant: 26487	Supervisor Position Title - Titre du poste du surveillant: All RHQ Conservation and Protection Chief/Manager positions
Supervisor Position Classification - Classification du poste du surveillant: PM-06	

CLIENT-SERVICE RESULTS

The implementation, coordination, and administration for the assigned portfolio of compliance and enforcement frameworks, policies, programs and activities delivered by and/or affecting DFO personnel and senior management, external stakeholders, partners and the public (e.g., industry, third parties, other regulatory organizations and levels of government, First Nation organizations).

KEY ACTIVITIES

Provides subject matter expertise on the specific assigned portfolio, associated program activities and expectations of clients, stakeholders and partners as input for consideration in the development of the Team's overarching plans, priorities, and frameworks.

Participates in major projects, led by the Chief, Senior Regional Staff Officer or other program manager, which can be of regional or national scope to contribute the expertise and requirements of the assigned portfolio. Leads studies and projects that apply to the specific portfolio, within the objective and methodology set by the Chief, manages associated teams and resources and ensures the rigour of data gathering and analysis to support the development of viable and evidence-based recommendations.

Provides Region-wide corporate program management and functional oversight for the assigned specific portfolio, actively monitors and reports on the performance of field units and takes or recommends action by senior Team members, to address identified issues.

Provides RHQ interpretation and advice in the assigned specific portfolio to field units and managers to enhance their implementation of new, or existing, C&P legislative, policy, program and service delivery frameworks and infrastructure, and assists field units and managers in addressing issues or deficiencies in service delivery. Provides advice on the specific portfolio to staff and managers of other programs and sectors, third parties and external organizations.

Provides input and coordination assistance on highly technical and specialized activities and services and major C&P issues, files and cases led by the Senior Regional Staff Officer or Team Chief that affect field operations, OGDs, other regulatory agencies and clients, stakeholders and partners with high levels of impact at the regional, inter-regional, national and international levels.

Participates in the assessment of the performance of the C&P program. This includes participating in the conduct of reviews, evaluations and quality assurance studies to assess and report on compliance and performance of field units and staff with NHQ and RHQ legislative, policy, governance and service delivery frameworks and business infrastructure; assisting senior Team and field staff/managers in developing action plans to correct issues and problems and monitoring the implementation to ensure issues are satisfactorily addressed.

Negotiates solutions to ongoing issues/problems and service delivery arrangements, for the assigned portfolio, with internal and external partners and stakeholders, and introduces, manages and provides corporate oversight for their implementation within the Region once they have been approved by the Chief and, if required, senior DFO and external officials.

Manages the procurement of equipment and services and oversees the work performed by third parties under service contracts and MOUs for C&P program activities in the portfolio including: administering the terms and conditions of the contracts, MOU or other governing service delivery framework; monitoring the work performed and the products received; intervening to address deficiencies; reviewing invoices and submitting them to senior Team members with recommendations for revision or approval, and referring continuing service delivery and process issues to senior members of the Team with comprehensive background data and recommended solutions.


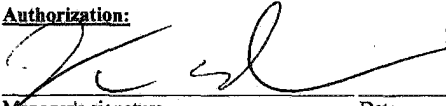
Contributes to the Team's and Directorate's data management and analysis to enhance the range, viability and quality of information and data concerning the assigned portfolio that can be accessed by Team, Directorate, DFO and approved external parties; suggests the need for specific data collection/management initiatives; retrieves and analyses a wide range of complex data from C&P and internal and external data systems/bases, and generates various reports, statistical and narrative documents that enhance the conduct and region-wide oversight of the assigned portfolio's activities and overall Team and C&P Directorate effectiveness and efficiency.

Participates in the development, coordination and delivery of Regional and National C&P training and education initiatives including internal training for personnel of C&P and other DFO sectors, and education and promotion initiatives (e.g., shared stewardship) for external parties.

Provides explanations and advice on service requirements to administrative personnel and assists new staff in adjusting to the working environment and activities of the Team and Directorate.

Prepares drafts and provides input into briefings and reports required by senior management for files and issues that impact on program delivery, specific cases within the assigned portfolio and the allocation of human, fiscal and materiel resources.

Provides expert opinions, as required, including testimony during court proceedings, on the technical and administrative aspects of program techniques and practices.

Employee's statement: I have been given the opportunity to comment on this work description.	
Employee's signature	Date
Supervisor's statement: This work description accurately describes the activities and demands of the position.	
	MAR 14 2011
Supervisor's signature	Date
Authorization:	
	MAR 14 2011
Manager's signature	Date

SKILL

The work requires knowledge of and/or skills in:

- the mandates, organization, strategic and business priorities, roles and responsibilities, degrees of authority and accountability of Regional and National C&P programs and of their collaborative working relationships in the context of a decentralized, national program;
- the specific portfolio's legislative, policy and procedural framework composed of: federal, provincial/territorial legislation, policies and processes and various Agreements, Accords and MOUs with international, national, regional and local client, stakeholder and partner organizations. Annex A contains a list of these core instruments. This is required to forecast and plan work, provide input for consideration to team planning and reporting exercises, and to develop new policies and program guidelines for the assigned portfolio;
- analytical techniques and practices to: participate in complex projects of a regional and national scope or conduct/lead studies and projects for the specific portfolio within the objective and methodology established by the Chief; generate data and options that will be used to support policy and program development and management decision-making within the Team, the field and by senior RHQ and NHQ C&P management; and to develop information for incorporation in the Team's and C&P Directorate's data bases;
- policy and program development techniques and processes to conduct analysis, consultation, development, product verification, refinement and finalization and to develop required documentation and submissions to assist senior Team members and/or the Chief in gaining approval at the Regional and National HQs levels;

- facilitation techniques and processes related to the implementation of policy and program initiatives, for the assigned portfolio, across the Region including the development and distribution of implementation guidelines, information packages, guidance sessions, provision of advice to Field Supervisors and field personnel;
- monitoring and evaluation practices: (1) to ensure that the portfolio's policies, programs and processes are continuously relevant and responsive to DFO's corporate agenda, the Region's strategic and business priorities, the requirements of field C&P staff and managers and the expectations and service demands of clients, stakeholders and partners; and (2) to identify deficiencies in service delivery at the field level; in order to recommend initiatives and actions to address these issues;
- theories, principles and practices of representation, consultation and negotiation to: develop strategies and approaches that will enhance the inclusion and contribution of involved parties in various policy, program and C&P initiatives conducted by the position; ensure the professional conduct of these activities; best present the portfolio's, Team's, Directorate's and Region's positions and priorities; gain understanding and support from involved parties; provides input into the negotiation of collaborative arrangements and partnerships on specific portfolio issues, or for contentious files and issues for which the Chief has set the overall parameters and expected results; and to act as an expert witness in court and other forums;
- project management to participate in major regional and national project initiatives or to lead, within set parameters, Project Teams that will examine and propose recommendations on regional policy and program issues;
- principles and practices of functional direction to provide corporate oversight and guidance for the assigned portfolio to field C&P managers (normally up to the Field Supervisor level) and personnel to: enhance their application and delivery of these programs and facilitate their application of new policies and programs from NHQ, RHQ, the Regional C&P Program or the Team; monitor field activities and identify areas where new or revised policy, program or procedural frameworks, instruments or tools are required or where intervention is needed to address and resolve issues; and to effectively communicate with and include the field managers and staff in assigned initiatives and sustain strong RHQ-field relationships;
- theories and practices of third party management (e.g., consulting contracts, outsourced program activities) to: administer terms and conditions of the governing contract, protocol or agreement; monitor the work performed and intervene to address deficiencies; review invoices and submit them to the Chief with recommendations for revision or approval; and refer ongoing issues that have not been resolved to senior members of the Team with comprehensive background data and recommended solutions;
- techniques, practices and procedures related to the preparation and/or presentation of strategic advisory and briefing services to senior Team members, the Chief and senior management in the Region and NHQs' C&P Directorate;
- networking practices and processes to develop and maintain effective interpersonal networks across the C&P Program at the regional and national levels and with officials and representatives of external client, stakeholder and partner organizations to establish a better business infrastructure for the assigned portfolio and to enhance the capacity to involve these parties in the management of major issues;
- planning and administration to best deliver the assigned portfolio and to attain set outcomes and results by determining the best strategies and plans to guide own work;
- policies and procedures governing: contracting, security, travel, inventory management, etc., to acquire goods and services; financial management to estimate, monitor and track assigned

resources and provide input to assist Team planning exercises; human resources management to acquire and manage staff for assigned projects and to provide training, coaching and guidance to junior staff and external parties; and records/information management to input data to the Team's, Directorate's, Region's and DFO's corporate data bases (i.e., both paper and electronic) and ensure that documentation and records are properly classified and stored.

EFFORT

Intellectual:

The SP as a full working level RHQ Staff Officer and is expected to operate professionally and with independence within the priorities and parameters set by the Chief, RHQ and NHQ frameworks and guidelines, and the provisions of the myriad of acts, regulation and intergovernmental accords and international conventions for the assigned portfolio and to deliver set outcomes and results. This requires initiative and judgment and sound analytical, problem solving and decision making capacities as the SP provides corporate oversight for the assigned portfolio for the activities of the field managers and staff who act as the front line delivery agents as well as for the actions of third party service providers (e.g., community groups, private sector contractors, First Nation organizations). This scope and capacity is also required to ensure internal and external stakeholders and partners involved in, or affected by, the C&P programs and services delivered and overseen by the assigned portfolio are effectively consulted, engaged in the development and ongoing management of priorities, frameworks, processes and systems and are complying with the portfolio's governance .

The SP is the RHQ functional authority for the assigned portfolio. In this role it: participates in projects led by senior Team members or RHQ and NHQ officials that are of regional and/or national consequence; leads assigned projects within the objective and methodology approved by the Chief; recommends changes to the Team's overarching frameworks, systems and processes to better meet the operational realities of the field managers and staff and the service needs of internal and external clients, stakeholders and partners of the assigned portfolio; provides the business interface and corporate oversight for the assigned portfolio with field managers (normally up to the Field Supervisor level) and staff and enhances the implementation of the Team's, RHQ and NHQ policies, processes and systems by these resources and provides leadership to assist them in resolving issues and in dealing with issues within the assigned portfolio across all Area, Detachment and Satellite offices in the Region. This is complex as even in the Region there are differing management styles, differing interpretations of policies, programs and processes and varying ways of providing services to clients and in collaborating with stakeholders and partners. The SP must develop effective business infrastructure and networks with the field operations as well as with internal and external clients, stakeholders and partners to enhance the overall quality and level of performance of the assigned portfolio and its achievement of set outcomes and results.

The SP provides, within the mandate and parameters set by the Chief, input into negotiations for agreements on policy and program issues and enhanced working relationships with the assigned portfolio's stakeholders and partners. In performing these responsibilities, the SP must ensure that interactions with partners and clients are aligned with the priorities, goals and objectives of the RHQ C&P Directorate and will be supported by these parties who often strongly and vehemently oppose DFO positions. This is due to the perceived negative impacts by these parties on: their

share or access to the fisheries resource and their economic/financial status; regulatory processes, systems and authorities (e.g., other federal departments and regulatory organizations, other levels of government); funding arrangements (e.g., communities, eco-system management groups) and the wellbeing and sustainability of the fisheries resources and habitat (all stakeholders and partners including the public). The SP must deal with objections to proposed courses of action and know when to defer consultations, negotiations and advocacy activities in order to raise significant and escalating issues with senior members of the Team and the Chief. This is required to develop strategies to overcome opposition and gain affected parties support or to provide input to negotiations to achieve an acceptable compromise solution. In conducting these activities the SP is also required to liaise with other RHQ and NHQ programs to ensure the positions being promoted and advanced effectively include and represent their frameworks, priorities and positions or required expertise (e.g., science, habitat, licensing, resource allocation, legal services). Once agreements have been reached on these matters and approved by the appropriate level of management, the SP is responsible for leading and ensuring the appropriateness and consistency of their implementation across all field units and other involved entities in the Region and for working with field managers and officials of internal and external organizations and groups to resolve issues or problems unique to their specific area of responsibility, operations and interests.

The SP participates as a specialist for the assigned portfolio in reviews on field unit performance to identify the level of compliance with RHQ and NHQ policy, program and regulatory frameworks and areas requiring remedial actions by field managers and personnel or action by the RHQ and/or NHQ C&P Directorate as well as by the SP. The SP develops and recommends required changes to the assigned portfolio's frameworks and processes, as required to respond to observations and findings, participates with senior Team members in the development of an action plan to ensure that deficiencies are addressed in the field, and works with field managers to assist them in taking action at their level. The SP assists field officers and staff in building their service delivery capacity to deal with identified deficiencies in the assigned portfolio's programs or in developing local approaches to best meet their operational needs within the intent of NHQ and RHQ C&P goals, objectives and frameworks.

Physical: The work requires normal physical effort associated with working in an office with some infrequent exposure to greater physical demands when out in the field (e.g., climbing in and out of boats and small planes; walking over rough terrain and unstable wharves, etc.).

RESPONSIBILITY

Human Resources: The work includes responsibility for: (1) providing explanations and advice to administrative personnel on service requirements and processes, and orientation services to new staff to assist them in adjusting to the Team's and Directorate's working environment and activities; (2) providing functional guidance and oversight to field managers and staff for the assigned C&P portfolio to enhance the consistency, coherence and quality of their service delivery and compliance with legislative, regulatory, policy and program frameworks; (3) leading, within the objective and methodology set by the Chief, study and project teams convened to examine and make evidence-based recommendations on new policy, program, system and service delivery approaches. In this role the SP is responsible for: assigning roles and responsibilities, and providing leadership to projects; and (4) providing leadership and guidance to third parties and consultants for the delivery of services or products, overseeing the work performed to ensure

contract specifications are met; identifying areas of deficiency and intervening to seek appropriate redress; and forwarding ongoing problems and issues to senior members of the Team with comprehensive background data and proposed resolution strategies for their decision or action..

Financial: The work includes responsibility for: providing input on the resources required to conduct the projected portfolio initiatives and activities including the negotiation and management of partnership arrangements or service delivery contracts with private sector entities, community groups or other parties; monitoring assigned resources on a project or issue basis to ensure appropriate control; reviewing invoices or financial reports submitted by third parties and consultants to ensure all deliverables have been met, resolving discrepancies and recommending payment or in serious cases referring the situations with suggested financial recovery or adjustment options to senior Team members for decision.

Technical: The work includes responsibility for: overseeing the safety, integrity, use and maintenance of sensitive regional and national C&P systems and associated equipment and data bases by field staff; conducting research on areas where improvements are feasible and submitting the business case for the acquisition of equipment, systems and tools to the Chief; and maintaining and protecting files containing highly sensitive and confidential information on DFO and external entities which may include: partnership agreements; personal, cost-benefit analysis, risk, impact, financial and audit information; informants and covert operations data, and future program plans and initiatives. Loss of this data could compromise program integrity, persons' safety and damage DFO's credibility.

WORKING CONDITIONS

Physical:

The work is performed mostly in an office with extended periods of keyboarding and exposure to glare from computer screens which can lead to eye strain and repetitive motion injuries. There is the occasional conduct of activities in the field (e.g., program audits) which includes remote locations, diverse modes of transportation and adverse weather conditions which can lead to injuries requiring time-off work for recovery caused by falling when crossing uneven terrain, embarking/de-embarking small planes and boats; reviewing the work on contractors on slippery wharves, etc.

Psychological:

There is stress caused by: lack of control over the pace of work; multiple, competing priorities; emerging operational events that override priorities and increase the difficulty in managing a heavy workload and tight deadlines; high priority demands from senior regional and HQs personnel and external parties; and dealing with people with divergent and confrontational points of view who are sometimes agitated, verbally abusive and threatening.

**CLASSIFICATION RATIONALE/
JUSTIFICATION DE CLASSIFICATION**

Sector/Secteur:	Fisheries and Aquaculture Management
Division:	Conservation and Protection
Section:	
Position Title/Titre du poste :	Regional Staff Officer
Position Number/Numéro du poste :	
Classification:	PM-04
Decision Number /Numéro de décision:	25781
National Occupational Classification (NOC)/Classification nationale des postes (CNP):	1221
Model Identifier/ Numéro du modèle :	NMWD/MDTN # 185
Supervisor/Superviseur : and Protection Chief/Manager positions	PM-06, All RHQ Conservation
Effective Date of WD/Date d'entrée en vigueur de la DT:	September 2, 2002

Background//Context

In 1997 a reorganization of the Conservation and Protection Branch was initiated, including the implementation of a national generic organizational structure and national model work descriptions for the positions in the Regional Office and the Field. The organizational structure was developed with a view of creating equity in classification levels between the field and regional office positions. In addition the RHQ structure was designed with succession needs and career development in mind and as such created two positions providing functional support to the field; a Staff Officer and a Senior Staff Officer. It was hoped that the classification levels of PM 04 and PM 05 respectively would result from a classification review.

The work descriptions were submitted for classification in 1997 and resulted in both positions being classified at the PM 04 level. Since then management has been working towards redefining the work and responsibilities of these positions to better reflect the differences between the two positions. A consultant was hired to clarify the responsibilities and rewrite the work descriptions. The purpose of this classification committee was to review these new work descriptions and render a decision as to the classification levels.

National Model Work Description #185 was signed by the Function Authority, P. Steele on May 6, 2009 and reviewed by Classification Committee on June 10, 2009. For the purposes of this review NMWD #185 is referred to as Subject Position (SP).

BM 24, Late and Non-Filer Programs Officer, at degree D, where BM requires a more in-depth and greater breadth of knowledge in the provision of functional planning, development and implementation of national and regional programs, enforcement and administrative techniques and procedures for field offices in the administration of legislation governing the requirement to file an income tax or information return, whereas the SP provides interpretation and functional direction to a smaller, regional operation.

= BM 17, Benefit Programs Officer, at degree C, which requires knowledge of the UI Act and Regulations, and other related legislation, jurisprudence, entitlement principles, directives and guidelines to adjudicate contentious cases, and to assess quality of decisions at the local level, similarly the SP requires knowledge of Fisheries Act and Regulations and related legislation, case law, enforcement principles, directives and guidelines to plan compliance missions and assess the quality and efficiency of these missions. Both positions require equal knowledge to identify problems and take a course of action and to assess the adequacy of policy and guidelines in the implementation of the programs. Both positions also require knowledge computer systems and data management in order to analyze data for operational trends, and utilization effectiveness which results in feedback and recommendation to stakeholders and senior management

General Administration

> BM 17, Benefit Programs Officer, at degree 1, where knowledge of financial authorities governing travel, printing and publication is required whereas the SP requires knowledge of financial and procurement policies to purchase and maintain equipment inventory with section 34 signing authority and to administer third party service contract. In addition, SP requires knowledge of computer systems for data collection.

< BM 26, Chief, ATIP at degree 3, where BM requires knowledge of financial, personnel and administrative policies and practices to manage a branch budget and personnel requirements whereas the SP does not require knowledge of personnel policies and the budget responsibility is narrow as it is limited to one program (Air Surveillance).

= BM 16, Supervisor, Employment Services, at degree 2, where knowledge is required of personnel policies, collective agreements and administrative practices including information systems and of financial policies and procedures to manage O&M funds and approve travel. Similarly the SP requires of knowledge of personnel policies and collective agreements when managing the FO recruitment program and when overseeing the Fishery Officer and Fishery Guardian personnel during assigned missions. SP is also responsible for contract personnel. Financial policies are adhered to in the allocation of resources and signing of Section 34 for procurement. SP is responsible for development, coordination and delivery of training related to the assigned portfolio.

Decision Making//Prise de décision	Degree/Degré B2	Points 146
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SP provides corporate oversight for field activities, as well as third party service providers. This involves consultation and engagement with departmental staff and external stakeholders and partners in the development/agreement of priorities, policies and systems, and ongoing management of these. SP monitors the compliance of stakeholders with portfolio's governance and either makes changes to or recommends changes to the operational team's guidelines, systems and processes to better meet operational realities and needs of various parties. (I.e. makes changes to data collected, data access approvals and deployment of staff). Provides corporate interface up to the field supervisor level and provides leadership in resolving issues such as meeting recruitment challenges of Fishery Guardians, developing/updating forms for more useful data collection such as the Audit process, updates database systems, such as the Violation system and Incident Reporting System. Decisions are made in the development of operational plans, which involves efficient allocation of money and addressing C&P priorities (I.e. ASP and ASOP) while still meeting a multitude of stakeholders needs. Complex situations are resolved with consultation with Chief and assessment of compliance with RHQ and NHQ policy, program and regulatory frameworks. Initiative and judgment is required when consulting with departmental officials and industry to negotiate funding requirements I.e. flying time and observers deployed and negotiating plans for the following year and assessing the efficiency and effectiveness of the operations and departmental staff involved in the observation activities. Initiative and judgment is required in monitoring, identifying the delivery of the program and making recommendations to senior management or to external clients/partners.

Operational Responsibility/Responsabilité opérationnelle Degree/Degré C (staff) Points 40

SP oversees third party service provider MOU's such as Air Surveillance Program (ASP) and for the At Sea Observer Program (ASOP), develops operational plans for observation missions, allocates resources, conducts monitoring and performance assessment of the program delivery, provides advice and assistance to the field related to the programs and the contracts, identifies problems and either take or recommends corrective action. Manages the recruitment of Fishery Officers and Fishery Guardians and develops, coordinates and/or delivers training for the assigned programs.

> BM 28, District Licensing Officer, at degree B, where the incumbent assigns and monitors the work of two licensing clerks in a District officer. The SP oversees personnel that are assigned to the observer programs, both departmental and contract staff for a region and monitors 3rd part contract.

< BM 24, Late and Non-Filer Program Officer, at degree D, whose decisions and recommendations impact on the effectiveness and efficiency of national programs, policies, procedures whereas the SP's decisions and recommendations have an impact on the efficiency and effectiveness of an assigned program(s) within a Region.

= BM 17, Benefit Programs Officer, at Degree C, where both SP and BM are staff positions and require the monitoring of regional programs for efficiency and effectiveness, compliance with national and regional operational policies and procedures and development of the same to suit regional peculiarities. Remedial action is taken to correct problems or recommendations are made.

Contacts Degree/Degré 3 Points 110

SP has contacts with Industry, OGDs, and departmental staff to discuss and agree on service delivery arrangements for the portfolio. Goals and priorities vary and operational planning and cost sharing agreements can be difficult to reach.

> BM 17, Benefit Programs officer, at degree 2, where the work requires interviewing union officials, employers and their legal representatives to obtain their cooperation while the SP has greater contacts with Industry and OGDs to reach agreement on the criteria and procedures of shared agreements.

< BM 4, Director Compliance Division, at degree 4, where there is a requirement for coordination with other enforcement agencies (RCMP, Provincial Police, Custom Border) for joint investigations and where BM obtains commitments from senior personnel from major enforcement agencies on a national basis.

= BM 24, Late and Non-filer Program Officer, at degree 3, where in both positions agreement is reached with officials of other gov. departments and industry on a case by case basis or project base. The BM confers on criteria and procedures to be followed for the provision or receipt of information required to support enforcement activities, or various other purposes and the SP confers on priorities, data collection and systems and operational scheduling, as well promotes departmental direction of operational policies, legislation and contracts.

Whole Job Comparison // Comparaison globale du travail

SP compares favourably with BM 17, Benefit Programs Officer in that both positions operate within a similar organizational structure with a similar reporting relationship. The knowledge requirement for legislation and related regulations and policies are comparable, however the SP has greater responsibility in the area of general administration with section 34 signing authority for procurement. Scope and impact of decisions and recommendations are equivalent in the BM and SP in that both operate in a regional context and decisions and recommendations have socio-economic implications. Both positions have similar operational responsibility in that both monitor program and operational activities for regulatory compliance by external stakeholders within a region. The SP however is in contact with a greater client base where common goals need to be reached and at times negotiated whereas the BM seeks to persuade external parties to provide information.

Summary/Sommaire

Factor/Facteur	Degree/Degré	Points
Knowledge	C2	224
Decision Making: Scope & Impact	B2	146
Operational Responsibility	C (staff)	40
Contacts: Nature & Persons contacted	3	110
TOTAL POINTS:		520

GROUP & LEVEL/GROUPE ET NIVEAU

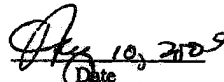
PM 04 (501 - 610)

APPROVED BY/APPROUVÉ PAR :

We, THE UNDERSIGNED, attest that we have participated in this Classification Evaluation Committee in accordance with Public Service values and ethics code as well as related policies and guidelines, that we approve the above-noted results, and that, to the best of our knowledge, we are not related to any incumbent(s) of Subject Position(s), and that the nature of our association, if any, with the incumbent(s) is such that we can render decisions in an impartial manner.

Nous, LES SOUS-SIGNÉS, attestons avoir participé à ce Comité d'Évaluation de la Classification conformément au Code des Valeurs et d'Éthique pour la Fonction Publique et aux politiques et lignes directrices applicables, que nous approuvons les résultats mentionnés ci-haut et qu'au meilleur de nos connaissances, nous n'avons aucune relation avec les titulaires des Postes Sujets et que la nature de notre association avec les titulaires, s'il en est, est telle que nous sommes en mesure de rendre des décisions d'une manière impartiale.

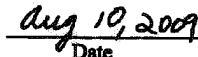

Carmela Toijonen, Chairperson
National O&C Advisor, OCCOE, DFO


Date


Steve Peck, Director, Marine Personnel, CCG


Date


Kathryn Swedlo,
Senior National O&C Advisor, OCCOE, DFO


Date

2. NMWD 99996, DECISION 96238

Analyst

Position 118805

Position 118806

Position 118807

Position 122319

**CLASSIFICATION RATIONALE/
JUSTIFICATION DE CLASSIFICATION**

Sector/Secteur: Canadian Coast Guard
Division: Program Requirements
Section: Marine Navigation & Preparedness and Response
Position Title/Titre du poste : Analyst (Job code :521200)
Position Numbers/Numéro du poste : 00118805 - 00118806 - 00118807
Classification: PM-04
Decision Number: #0000096238
National Occupational Classification (NOC)/Classification nationale des postes (CNP): 4164
Model Identifier/ Numéro du modèle : RMWD#99996
Supervisor/Superviseur : Manager, Marine Navigation Policies, PM-06
Effective Date of WD/Date d'entrée en vigueur de la DT: October 1, 2012

Background/Contexte

The Canadian Coast Guard (CCG) owns and operates the federal government's civilian fleet, and provides key maritime services to Canadians. As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the CCG helps DFO meet its responsibility to ensure safe and accessible waterways for Canadians. The CCG also plays a key role in ensuring the sustainable use and development of Canada's oceans and waterways. The Canadian Coast Guard is responsible for ensuring that Canadian waterways are safe, secure and accessible. This is achieved through a combination of services.

A request was submitted to the Organization and Classification Centre of Expertise for the classification and creation of a new position in the Program Requirements directorate for the Preparedness & Response and the Marine Navigation sections. Model work descriptions are being crafted to respond to identical operational needs.

Those new units will develop and monitor the national frameworks and service delivery standards for all Government of Canada activities relating to their own programs.

Preparedness & Response: Environmental Response, Marine Communications and Traffic Services, Search and Rescue.

Marine Navigation: Aids to Navigation, Waterways Management and Icebreaking Services.

This include; ensuring adequate policies, directives, levels of service and performance reporting measures are in place to support the effective delivery of the activities in line with organizational priorities and international directions, representing the Canadian Coast Guard for all programs management matters and identifying and assessing the implications of program and service changes to client implications.

A classification committee was held on October 29, 2012 to evaluate three work descriptions (Manager Marine Navigation Policies, Marine Navigation Senior Analyst and Marine Navigation Analyst). Mrs. Julie Thompson, Director of Preparedness and Response was to sponsor the position, but due to unforeseen circumstances was not able to attend the committee. Subsequently, the committee agreed to tentatively rate the position. Questions from the committee members were sent on November 9, 2012 to Julie Thompson to clarify the knowledge, the scope and impact of decision making of the Marine Navigation Analyst position and the answers were received on November 13, 2012.

Based on the sponsoring of the job by management, the classification committee recommended further changes be made to the work description to better suit the clarifications obtained between the month of December and February the work description was under review by the management.

Committee members met again on March 20, 2013 to evaluate and confirm group and level. During the committee, Julie Thompson clarified specific aspects of the work and explained the impact of the position on the Department, Government of Canada and International organization.

For the purpose of this report, the **Marine Navigation, Analyst** will henceforth be referred to as the Subject Position, or SP.

Information/Clarification provided by Management //
Information/Clarification fournie par la gestion

Julie Thompson (Director, Preparedness & Response) and Daniel Breton (Director, Marine Navigation) were consulted for clarification on the responsibilities of the SP. (Herein referred to as management)

Management stated that the Analyst may lead project teams on subjects or activities on a particular subject, with a defined group of team members. For example, the Analyst may lead an internal project team to re-assess the impacts of amending current policies, or for the benefits of creating new policies based on identified vacuums. The Analyst may also lead a working team to review program performances or to identify means of addressing performance deficiencies. The SP may also lead information sessions depending on subject matters. The Analyst could lead information sessions on a specific area of expertise.

The position requires a working knowledge of internal administration including business processes and cycles, and developments in interdepartmental and international files. The SP also requires theories and techniques with statistical analyses to monitor trends and report on finding. Moreover, the Analyst would be required to keep abreast of trends and developments in areas related to the programs in the Directorates portfolio. The SP needs to understand new program initiatives and ability to forward think to recommend, develop, and adapt systems, procedures, standards to guide others in the application of standards, guidelines and policies of the Marine Navigation program or Preparedness and Response program. For example, in the Preparedness and Response directorate the Analyst will be required to understand the Federal Emergency Response Plan and be engaged in any amendments to the Plan.

The SP will provide technical expertise to ensure uniformity and consistency of information and provide guidance to others in the collection of data and information. Management further clarifies that the SP will not create database but will use data base to extract required information from various data/ information sources in order to perform specific research and provide management with a trends analysis and recommendations. The SP also analyses and interprets data and information in order to assess program achievement. The Analyst would draft documents for the manager's review, including draft business commitments, contingency plans, briefing notes, draft policies, etc.

In addition, the Analyst will be required to support the Senior Analyst in analysing documents and developing strategic positions for the CCG programs within the Directorate's portfolio. For example, the SP may review audit documents to: identify inaccurate information and propose strategies to correct information; develop draft responses to audit recommendations; and prepare briefing notes for senior management on the audit in collaboration with the Senior Analyst. The Analyst will also analyze program risk profiles to: identify key risks for the program, develop and suggest key activities to manage risk, suggest and carry out revisions to risk methodology, and identify when risk assessments need to be redone. Management stated that those responsibilities are considered to be the most complex aspect/responsibility of the position.

During the committee's presentation, management states that the incumbent will be responsible to monitor techniques and principles to evaluate program efficiencies, analyze the impact of operations and new initiatives. The SP may also take responsibility for leading the change to either a policy or capturing services standards. The SP will consult/integrate comments from other areas of the organization for comprehensive reporting. The position may also be required to develop matrix and set up the standards on how others will collect data, capture data and information. The SP will monitor international organization domestic program, to stay abreast and current with activities and technology in the related portfolio and May also monitor program activity in related portfolio to inform of issues and possible solutions.

Purpose of the Position/But du poste

The SP is primarily responsible to provide research and analysis, performance measurement criteria and risk assessments. It will also be responsible for contributing to the development and implementation of national frameworks, operational approaches, and services delivery standards.

Group Allocation /Allocation du groupe

(Canada Gazette du Canada, Part/Partie I, March 27 mars 1999)

(Table of/ de Concordance, Canada Gazette du Canada, July 17 juillet, 2004, retroactive/rétroactif to/au March 18 mars 1999)

The SP primary responsibility meets the Program and Administrative Services (PA) Occupational Group definition and more specifically the PM inclusion 2 which "*comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public*" as the SP contribute to the development of national policies, frameworks and service delivery standards for the assigned program to ensure consistency and conformity with domestic and international maritime standards, rules, obligations, regulations and laws.

Exclusions do not apply.

Therefore, in accordance with the preceding statements and the Table of Concordance, the SP will be evaluated using the Program Administration (PM) Classification Standard.

Knowledge // Connaissances

Degree/Degré D1

246 Points

Program and Specialized/Technical

> **BM 28, District Licensing Administrator, at Degree B**, where the work requires knowledge of the Fisheries Act, regulations and Policies governing fishing personnel, vessels and gear licensing and regulations, limited entry fisheries for ground fish, pelagic, shellfish, and marine mammals, capelin, crab, ground fish, lobster, scallops and salmon, and knowledge of provincial legislation governing commercial and recreational fisheries. The work also requires knowledge of licensing Appeal Board decisions, systems development for effective information and statistic gathering and public relation techniques. This is considered less than the SP, where the work requires more in depth knowledge in principles, techniques, and theories to complete research, statistical gathering and analysis and comprehensive program knowledge to develop strategies, policies, performance standards and recommendations to improve Canadian Coast Guard programs and new initiatives.

< **BM 23, Chief, Corporation Assessing Section, at Degree E**, where the work requires knowledge of several acts, regulations and agreements. The BM determines the effectiveness and administrative feasibility of policies, goals and processing procedures. Thorough Knowledge of departmental objective, policies and procedures relative to the program is also required as is specialized/technical knowledge of business practices and accounting principles and establishing terms & reference for task forces in areas of tax law and new application for systems and programs. This is considered greater than the SP where the work requires comprehensive knowledge of programs and operations of the department and of program specific legislation policies and directives to contribute to the development of policies, services standards and strategies and to implement new and existing policies. Specialize technique knowledge is also considered less.

= **BM 9, Advisory and Monitoring Officer, at Degree D**, where the work requires knowledge of the Excise Tax Act and regulations, relevant sections of the Bankruptcy Act and legislation dealing with tax collections, e.g. Landlord and Tenant Act and federal and provincial statutes related to corporations, liquidations, partnerships, etc., to develop operational policies, directives and provide guidance to regions to increase revenue collections. Knowledge of the existing departmental Collections Policy and Procedures Manual is also required. Knowledge of revenue accounting and auditing techniques, systems, procedures and practices is necessary in order to develop/adapt systems and procedures in response to legislative changes. Knowledge of jurisprudence is required to analyze the impact on departmental operations of new initiatives. Knowledge of the departmental organization and regional operations is required for monitoring and advisory functions and providing advice on resolving uncollectable accounts through regional and headquarters committees. This is considered similar to the SP, where the work requires knowledge of the organization, of the national operational policies in order to assess the effectiveness of operations and recommend solutions to improve and resolve multifaceted issues. The SP also requires research, statistical and auditing methods and techniques to develop the matrix and standards on how others will capture/collect data/information for purposes of supporting analytical reports writing. These techniques are also required for drafting policy documents in order to contribute to the development of services delivery strategies, directives and operational guidelines. As the with BM, the SP requires similar comprehension of program knowledge (objectives, policies, legislations) and relationships with other departments/international organizations in order to develop and contribute to the development of program policies, standards, understand new program initiatives and ability to forward think to recommend, develop/adapt systems, procedures and standards to guide others. Both positions require similar comparable specialized technical knowledge.

General Administration

< **BM 16, Supervisor, Employment Services, at Degree 2**, where the work requires knowledge of departmental personnel policies, collective agreements and administrative practices including management information systems to allocate work and supervise staff. Knowledge of financial policies and procedures is required to manage O&M funds and approve travel requests. The BM's knowledge is considered greater than the SP, where the work does not require knowledge to manage people and budgets. Whereas, the SP's knowledge is limited to own work.

= **BM 9, Advisory and Monitoring Officer, at Degree 1**, where the work requires knowledge of departmental procedures for disseminating guidelines to the field, developing work plans, replying to ministerial correspondence and completing travel claims. This is considered similar to the SP, where the work requires knowledge of departmental guidelines, policies and service standard to contribute to the development of service delivery strategies and objectives of CCG programs. General administration knowledge is limited to own work.

Decision Making // Prise de décision	Degree/Degré B2	146 Points
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The SP provides technical expertise to ensure uniformity and consistency of information and provide guidance to others in the collection of data and information. The SP also analyses and

interprets data and information in order to assess program achievement. The incumbent is responsible to monitor techniques and principles to evaluate program efficiencies, analyze the impact of operations and new initiatives. May take responsibility for leading the change to either a policy or capturing services standards. The SP required to consult/integrate comments from other areas of the organization for comprehensive reporting. Position may also be required to develop matrix and set up the standards on how others will collect data and capturing data and information. The SP monitors international organization domestic program to keep in pace/ lineup/ stay abreast and current with activities and technology in the related portfolio. May also monitor program activity.

Scope

> BM 20, Immigration Examination Officer, at Degree A, where most decisions are made within the framework of established regulations, policies and procedures. Initiative and judgment are required in interviewing persons seeking admission to Canada, assessing the validity of the information provided or requested, contacting third parties to verify authenticity or obtain additional information and in providing information concerning the services available to applicants. This is considered less than the SP, where the work requires greater initiative and judgment in identifying and resolving problematic circumstances or administrative issues. The SP is required to meet stakeholder/client needs and develop and formulate innovative strategies and recommending course of action for clients to resolve issues related to programs service delivery. The SP also develops matrix and standards for capturing and collecting information and data.

< BM 10, Drawback Specialist, at Degree C, where the work requires determining the nature and extent of investigation required for different systems (e.g. computerized systems, duty cost systems, systems based on sales allocation, etc.) in individual cases (ranging from the small importer to Canadian-owned companies and multi-national companies) in order to recommend changes in claimants methods. Advice is provided to company officials on the revision of the company's accounting, i.e. the design, establishment or evaluation of systems, to achieve compliance with departmental or legislative requirements. Work is for the most part performed at remote sites without direct supervision and generally in accordance with guidelines and procedures governed by legislation and regulations. Judgment is required in making precedent setting rulings for inclusion in a headquarters data bank concerning new consumable or expendable materials, new applications of the "equivalent clause" and value of by-products where there is no established market. Judgment is also required in determining deviation from standard investigation practices for complex cases or where there is an insufficient audit trail. The SP is considered less than BM 10 since the SP contributes to the development of policies, service delivery standards, frameworks and procedures of CCG national programs. Advice and guidance are provided to domestic & international stakeholders and program management on project development, evaluation and risk assessment, on strategies to increase program participation and also provide advice on program related policies and guidelines; including monitoring and evaluating program, policy and service delivery effectiveness. Initiative and judgment is considered less than BM since the work of the SP is performed with direct supervision of the Manager. Furthermore, the BM is greater because initiative and judgment requires resolution of problems and decisions in this regard are requires precedent setting whereas SP's is not.

= **BM 17, Benefits Programs Officer, BC/Yukon Region, EIC, at Degree B**, where decisions are made in monitoring the efficiency and effectiveness of local office insurance operations, Boards of Referees activities and the quality of entitlement determination fact findings and adjudications. Initiative and judgment are required in the identification of problems, operational trends, training requirements and ways and means of resolving problems and improving service to the public. Judgement is required in advising CEC management of identified problems and developing trends, and of the remedial action necessary which may involve training or replacement of staff or modifications to work methods and processes. Judgement is required in analysing and interpreting legislative, program and operational changes, jurisprudence and precedent setting decisions, and in providing expert technical advice to CEC staff on these matters. This is similar to the SP, where judgement is required to participate and develop national policies, service delivery standards to be used/applied by senior management, stakeholders, and staff. The Analyst provides advice to management for the development of advice for the development and modification of departmental policies, operational procedures and service delivery strategies to improve national Canadian Coast Guard program services. Judgement and initiative are required in the conduct of evaluation activities governing service delivery standards, directives and operational guidelines to provide trends analysis and monitor the national performance standards. Similar to BM, the SP also monitors and assesses the effectiveness of programs and services and develops program briefing notes for senior management. The SP anticipates and analyses trends and developments and conducts research on international, national, regional and other maritime navigation related policies, guidelines and regulations affecting the assigned program. Both the BM and the SP work within a frame work and use judgment and initiative when evaluating/researching possible solutions/course of action and in the provision of advice. Recommendations are made to senior management.

Impact

> **BM 18, Immigration Counsellor, at Degree 1**, where decisions and recommendations are made to approve or refuse applications to enter and/or remain in Canada, to detain, arrest or deport individuals and to approve or refuse the admission of family members of immigrant and permanent residents. Decisions and recommendations directly affect sponsors and their families with respect to family reunifications. This is considered less than the SP, where the work requires managing and contributing to the development of procedures, policies, service standards, guidelines for the application of the CCG objectives and strategies. The SP recommendations affect national programs directed to Canadian citizen and International organization related to marine navigation and emergency preparedness and response.

< **BM 24, Late and Non-Filer Program Officer, at Degree 3**, where decisions and recommendations affect the efficiency and effectiveness of national late and Non-Filer programs, policies, procedures and resources. Decisions also affect the degree of public awareness relative to unlawful practices resulting in prosecution and multiple-year assessments. The BM's impact of decisions/recommendations is considered greater than the SP since its advice and recommendations can influence management during their project development, evaluation and risk assessment. The SP participates in intra-departmental project teams and working group in the conduct of studies of other Countries Navigation Systems programs as a specific subject matter to recommend change to the CCG senior management where changes can affect the CCG programs.

= **BM 17, Benefit Program Officer BC/Yukon Region, EIC, at Degree 2**, where the decisions on policy and procedural changes arising from the interpretation of the Act and regulations, national policies and directives and as a result of monitoring reviews affect the efficiency and effectiveness of Insurance operations, including the quality of adjudication, the operation of Boards of Referees and the appeal process, across the BC/Yukon region. This is similar to the SP, where the recommendations impact on the development and change of policies, service standards, strategies of programs for the Canadian Coast Guard. The recommendations made by the SP impact the operational procedures as the SP contributes to the development of program related procedures. The SP makes decisions and recommendations that impact the program efficiency/effectiveness and can affect the department relations with domestic and international stakeholders and partners.

Operational Responsibility//Responsabilité opérationnelle Degree/Degré C

40 Points

Nature of Responsibility

> **BM 28, District Licensing Administrator at Degree B** where the work involves leading small working groups as the BM participates in the design and distribution of information of licensing and registration in an on-going program, both internally and externally with media presentations, information brochures, field office manuals and related information packages. The SP is considered greater as the SP determines adequacy of operational policies and reviewing procedures administered by other. The SP also assesses and reports on the effectiveness of the program, strategies, initiatives, services, activities and processes against accepted standards to ensure compliance with the Government of Canada and CCG legislations and International acts and regulations. The SP is therefore rated at a higher level than the BM.

< **BM 9, Advisory and Monitoring Officer at Degree D** where the responsibility is for developing operational policies administered by others and ensuring their correct interpretation and application, as the BM input is provided to Excise Programs Division concerning program policy, and the development / adoption of performance standards; new legislation is assessed in order to develop new and modify existing operational policies along with a monitoring program to ensure national consistency and to evaluate the efficiency / effectiveness of regional operations; also, functional guidelines and advice are provided to nine regional Collections Units and nine regional Revenue Accounting Units. The SP is deemed less because the thrust is on determining adequacy of operational policies administered by others. The SP is also responsible to ensure consistency and conformity with domestic and international maritime standards, rules, obligations, regulations and laws. The SP also monitors and analyzes the effectiveness of program strategies, initiatives, services, activities, and processes against accepted standards. The SP does not develop operational policies administered by others and ensuring their correct interpretation and application like the BM which is the responsibility of the Senior Analyst.

= **BM 17, Benefit Programs Officer at Degree C** where the BM as responsibility for determining the adequacy of operational policies administered by others and for appraising the effectiveness of operations. The BM monitors all Insurance program activity in CEC across the

BC/Yukon region to assess the efficiency and effectiveness of operations, compliance with and adequacy of national and regional operational policies and the quality of adjudication decision and, provides expert technological advice to Insurance staff and management in the CEC on all aspects of the UI Program and instructing CEC Insurance staff on labour dispute cases.

Similarly, the SP measures the effectiveness and compliance of programs and services standards and resolves problems. The SP supports the Senior Advisor in analysing documents and developing strategic position for the CCG programs. The work of the SP requires researching, analyzing issues in order to provide advice to domestic and international stakeholders on program related issues, trends and strategic direction.

Contacts//Contacts	Degree /Degré 2	70 Points
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> BM 20, Immigration Examination Officer, at Degree 1, where the work requires interviewing applicants and contacts friends, relatives and other authorities to verify the authentic of documentation, the veracity of information provided or requested or to obtain additional information. This is considered less than the SP where the work requires providing advice and guidance to senior management, domestic and international stakeholders on program/project development, evaluation and assessment and on strategies to increase program participation and provide advice on program related policies and guidelines.

< BM 14, Regional Manager, Investigation and control, at Degree 3, where the work requires consultations and close co-operation are required with law enforcement and security agencies of other government departments and other level of government in the investigation of case of abuse and fraud. Negotiations are held and agreements are reached with employers and employer associations on the acceptance and implementation of specific computerized and manual control programs. The work also requires the provision of advice and explanations to employer associations, community leaders, unions, social action groups and government representatives with respect to the UI Program. This is greater than the SP, where the work doesn't required negotiation and to reach agreement with stakeholders. The SP solicits cooperation from domestic and international stakeholders to contribute to the development and implementation of effective policies, guidelines and strategies.

= BM 17, Benefit Programs Officer at Degree 2 where the work requires interviewing union officials, employers and their legal representatives in labour dispute cases to obtain their cooperation and to persuade them to provide information required to reach a decision. It also requires investigating these and other contentious cases as well as complaints regarding Insurance services, and explaining the reasons for the decisions or for the treatment of individuals or classes of claimants. The work requires the provision of advice to CEC management on monitoring results and seeking their commitment on ways and means of resolving identified problems and improving service to the public. Specific cases are discussed and responses are provided to more general enquiries concerning the UI Program, level of service, opening and closure of offices, Commission policy with a wide variety of constituents. The work also requires advising lawyers representing the Commission before the Umpire or the

Federal Court of Appeal, to assist them at the hearings, and to represent the Commission before the Board of Referees in complex cases. This is similar to the SP, where the work requires soliciting cooperation from domestic stakeholders to comply with the new policies and with international stakeholders to contribute to the development and implementation of new strategies to resolve key program specific issues. There is also a requirement to provide guidance to senior management and to provide advice for the development and modification of departmental policies, operational procedures and service delivery strategies to improve national Canadian Coast Guard program services. The SP also promotes CCG interests and positions with other federal departments and agencies, the provincial and territorial government, Canadian business and non-governmental organizations, foreign governments and international agencies and the Canadian public.

Summary/Sommaire

Factor/Facteur	Degree/Degré	Points
Knowledge	D1	246
Decision Making:	B2	146
Operational Responsibility:	C	40
Contacts:	2	70
TOTAL POINTS:		502

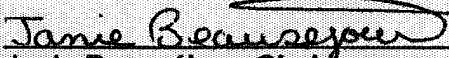
GROUP & LEVEL/GROUPE ET NIVEAU:

PM-04 (501-610)


APPROVED BY/APPROUVÉ PAR :

We, THE UNDERSIGNED, attest that we have participated in this Classification Evaluation Committee in accordance with Public Service values and ethics code as well as related policies and guidelines, that we approve the above-noted results, and that, to the best of our knowledge, we are not related to any incumbent(s) of Subject Position(s), and that the nature of our association, if any, with the incumbent(s) is such that we can render decisions in an impartial manner.

Nous, LES SOUS-SIGNÉS, attestons avoir participé à ce Comité d'Évaluation de la Classification conformément aux Code des Valeurs et d'Éthique pour la Fonction Publique et aux politiques et lignes directrices applicables, que nous approuvons les résultats mentionnés ci-haut et qu'au meilleur de nos connaissances, nous n'avons aucune relation avec les titulaires des Postes Sujets et que la nature de notre association avec les titulaires, s'il en est, est telle que nous sommes en mesure de rendre des décisions d'une manière impartiale.


Janie Beauséjour, Chairperson
National O&C Advisor, OCCOE, DFO

15 mai 2013
Date


Nancy Lalonde, Member
Senior National O&C Advisor, OCCOE, DFO

15 mai 2013
Date


Réal Thibault, Member
Director,
National Marine Communication and Traffic Services
Canadian Coast Guard/DFO

14 May 2013
Date



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 00118805-00118806-00118807	Position Title - Titre du poste Analyst
Position Classification - Classification du poste PM-04	National Occupation Code - Code national des professions 4164
Department/Agency - Ministère/organisme Department of Fisheries and Oceans	Effective Date - Date d'entrée en vigueur 1-OCT-2012
Organizational Component - Composante organisationnelle Canadian Coast Guard (CCG) - Marine Navigation & Preparedness and Response	
Geographic Location - Lieu géographique Ottawa (ON)	Job/Generic Number - Numéro d'emploi / de générique RMWD # 99996
Supervisor Position Number Numéro du poste du surveillant 00117635 & 00117634	Supervisor Position Title - Titre du poste du surveillant Manager, Marine Navigation Policies
Supervisor Position Classification - Classification du poste du surveillant PM-06	
Language Requirements - Exigences linguistiques Bilingual Imperative	Linguistic Profile - Profil linguistique BBB/BBB
Communication Requirements - Exigences en matière de communication Both English/French	
Office Code - Code de bureau 100588	Security Requirements - Exigences en matière de sécurité Reliability

Client Service Results - Résultats axés sur le service à la clientèle

Provides research and analysis, performance measurement criteria and risk assessment and contributes to the development and implementation of national frameworks, operational approaches, and service delivery standards for an assigned portfolio of Canadian Coast Guard national programs.

Key Activities - Activités principales

Lead the development of policy documents; contributes to the development of and implements service delivery strategies, directives, and operational guidelines; reports on program plans; provides trends analysis and develops and monitors national performance standards; monitors and assesses the effectiveness of programs and services and develops program briefing notes.

Researches trends and tools that could impact on the national delivery of the assigned program portfolio and contributes to the development and implementation of strategic policies and directives that guide the national delivery of the assigned program portfolio; guiding the delivery of Canadian Coast Guard programs.

Anticipates and analyzes trends and developments and conducts research on international, national, regional, departmental and other maritime navigation-related policies, guidelines and regulations affecting the assigned program portfolio, contributing to the development of advice and recommendations for DFO senior management and to Departmental Canadian and International partner organizations.

Solicits cooperation from participating domestic and international stakeholders and contributes to the development and implementation of effective stakeholder relations strategies and strategic partnerships to resolve key program specific issues.

Researches and supports the development of strategic options and positions to attain Government of Canada policy objectives with regards to assigned Canadian Coast Guard program activities.

Leads and manages project teams and working groups involved in analyzing and developing program strategies and initiatives, plans and policies; prepares comprehensive analyses, briefings and reports including those related to issues which lack precedent; delivers presentations to internal and external audiences at varying levels to explain strategies, initiatives, plans, program objectives, etc.

Promotes Canadian Coast Guard interests and positions with other federal departments and agencies, the provincial and territorial governments, Canadian business and non-governmental organizations, foreign governments and international agencies, foreign business and non-governmental organizations, and the Canadian public.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center;">Signature</div>
	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center;">Date</div>
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center;">Signature of Supervisor – Signature du surveillant</div>
	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="text-align: center;">Date</div>

Authorization – Authorisation	
Name of Manager – Nom du gestionnaire	
	<div style="border-bottom: 1px solid black; width: 100%;"></div> Manager's Signature – Signature du gestionnaire Date

Skill – Habiletés

The work requires program administration knowledge and expertise to contribute to the development of service delivery strategies, business plans, objectives and operational guidelines; to provide program administrative support such as monitoring and evaluating program and service delivery effectiveness, preparing and reporting on program plans; to develop briefing notes and presentations; to develop policy documents; and to provide advice and guidance to program management on project development, evaluation and risk assessment,

Knowledge is required of the methods techniques and practices related to research, interpretation and analysis to review and analyze various texts, databases, and historical policy documents related to the CCG program portfolio; identify issues and alternatives; refine recommendations of policy issues and apply criteria to contribute to the development of performance measurement and reporting activities to evaluate effectiveness and quality of the assigned Canadian Coast Guard program portfolio operations.

Knowledge of principles and techniques of statistics to develop matrix for capturing information and data, compile assess trends in order to review and analyze program performance and trends. This information will be used to recommend program modifications or adjustments to ensure continued relevance to Canadians.

Knowledge of internal administration including business processes and cycles, and development in interdepartmental and international files is required to keep abreast of trends and developments in areas related to the programs in the Directorates portfolio. This knowledge is also needed to support the Senior Analyst in analyzing document and developing strategic positions for the CCG programs.

Knowledge of public administration to ensure sound management of program control frameworks in a governmental environment.

Effective communication and consultation skills are required to: interpret information, contribute to the development of strategies and tools to support stakeholder relations (both domestic and international) and other communications activities; support strategic partnerships with a range of stakeholder organizations domestically and internationally, contribute to the resolution of key program-specific issues; and promote assigned Canadian Coast Guard programs' interests and positions with other federal departments and agencies, the provincial and territorial governments, Canadian business and non-governmental organizations, foreign governments and international agencies, foreign business and non-governmental organizations, and the Canadian public.

Knowledge of all various international policies, standards, guidelines, objectives and strategies set out by governing organizations such as the International Maritime Organization and the International Association of Marine Aids to Navigation and Lighthouse Authorities. This knowledge is important to help define Canada's positions internationally and to set domestic strategies, policies and standards to ensure conformity.

Knowledge of Government of Canada objectives, policies and strategies to proactively advise on modifications or improvements to program initiatives and strategies.

The mandate, programs, plans, services, strategies, and objectives of the unit, directorate, regions, and the department, the programs/policy and initiatives pertaining to the assigned Canadian Coast Guard program portfolio. General knowledge of assigned Canadian Coast Guard programs portfolio specific subject-matter.

Effort - Efforts

Intellectual efforts are required to:

Provide strategic advice, planning and program-related services and activities, and contribute to the implementation and management of assigned programs. Provide advice and guidance to domestic and international stakeholders and program management on project development, evaluation and risk assessment, and on strategies to increase program participation, and provide advice on program-related policies and guidelines; including monitoring and evaluating program, policy and service delivery effectiveness.

Identify and resolve problematic circumstances or administrative issues; when analyzing, developing and coordinating the implementation of program related strategies, initiatives, plans, policies, procedures and guidelines; when creativity is required to meet stakeholder/client needs and to formulate innovative service delivery strategies on issues lacking precedent, while considering legislative, policy and financial requirements. The work is complicated by stakeholder pressures, concurrent demands, deadlines, and time constraints.

Research and analyze issues in order to provide domestic and international stakeholders with advice on program-related issues, trends and strategic directions. Effort increases when analyzing client requirements and developing and formulating strategies and recommending courses of action for clients to resolve issues when clients are uncertain of their requirements and the incumbent must interpret and decipher client needs; review and interpret legislation, policies and procedures.

Leads interdepartmental teams on subject specific theme in order to influence team members on CCG position to solicit responses, common understanding where differing of opinion may occur to arrive at common and invested interest.

Effort is required to participate in intra-departmental project teams and working groups in the conduct of studies of other Countries Navigation Systems programs to recommend changes to the assigned Canadian Coast Guard program portfolio. Researches international, national, regional, departmental and other policies affecting Canadian Coast Guard programs, policies, guidelines, and regulations for DFO senior management and Departmental, Canadian and International partner organizations.

Effort is required to monitor the international standards, policies, procedures and analyze the effectiveness of program strategies, initiatives, services, activities and processes against accepted standards to ensure compliance. Effort increases with the requirement to research, develop and coordinate the implementation of new or modified program-related policies, service delivery strategies and projects.

Effort is increased by the need to research and maintain awareness of major current and emerging Canadian Coast Guard assigned programs and program-policy issues, potentially sensitive situations, and the issues and priorities of the Department with regards to support for navigation services. Effort is also increased by the need to provide research and manage information from a variety of intra/interdepartmental sources (e.g. decisions, briefings, records,

submissions, databases, and websites) and support the development and preparation of comprehensive analyses, briefings, summaries, synopses and reports that can potentially impact on the assigned Canadian Coast Guard program portfolio priorities and operations.

Draft documents for the Managers review, including draft business commitments, contingency plans, briefing notes and policies. Research and provide support for the development of discussion papers, reports and ministerial correspondence. Research and assist in the drafting of responses to key inquiries and complaints from stakeholders, public and other interest groups, and support the preparation of replies to concerns and questions regarding the implementation and operations of the assigned program portfolio.

Physical

The work requires some extended periods of sitting when keyboarding, delivering presentations and attending meetings.

Responsibility - Responsabilités

Human Resources

There is a responsibility to provide subject-matter expertise to project teams, working groups and colleagues involved in analyzing, developing and coordinating program-related strategies and initiatives, plans and policies. Recommendations affect program efficiency and effectiveness.

Provides advice and guidance to domestic and international stakeholders on program/project development, evaluation and assessment, and on strategies to increase program participation, and provides advice on program-related policies and guidelines. Advice can affect inter-relations with stakeholder partners and could impact on the ability to make informed decisions.

Financial

N/A

Technical

Responsibility for the use of a computer, the use and maintenance of office equipment such as fax and photocopier.

The incumbent works within established Departmental policies and guidelines; work is subject to guidance and reviewed with the Supervisor.

Working Conditions - Conditions de travail

Physical

The incumbent works in an office, which meets all established standards for health and safety.

Psychological

The work may lead to periods of stress as a result of exposure to conflicting and changing priorities, tight deadlines, multiple and often competing work demands, and the need to be

responsive to the needs and demands from senior level authorities and the high demands of
quality and accuracy in the work.

Additional Information – Information additionnelles

N/A

3. NMWD 94498, DECISION 91381

OHSAR Program Advisor (ass. area)

Position 64711

Position 115359

Position 127162

Position 134123

Position 142354

Position 142491

Position 142501

Position 142545

Position 142548

Position 142583

Position 142676

Position 142677

Position 143399

Position 143400

Position 143419

Position 143423



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste	Position Title - Titre du poste OHSAR Program Advisor (assigned area)
Position Classification - Classification du poste PM 04	National Occupation Code - Code national des professions 1122
Department/Agency - Ministère/organisme Department of Fisheries and Oceans (DFO)	Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Oceans, Habitat & Species at Risk (OHSAR) Sector	
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique NMWD # 94498 (old 1027) Job Code : 521006 Decision # 91381 (old 25864)
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant
Supervisor Position Classification - Classification du poste du surveillant As per National Organizational Structure	
Language Requirements - Exigences linguistiques	Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication	
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité

Client Service Results - Résultats axés sur le service aux clients

Coordination, research, communications and internal and external advisory services in support of implementing communication programs of Oceans management, Coastal, and/or SAR & Habitat and Conservation Programs for DFO managers in collaboration with external partner organizations and individuals across Canada.

Key Activities - Activités principales

Provides advice on ways and means to improve the implementation of the Oceans, and/or Habitat & SAR management programs to allow the recognition of the rights and interests of all internal and external stakeholders including the Minister, Parliament, employees of Oceans, Habitat & SAR Sector and more broadly DFO, and external organizations such as provincial and territorial governments, non-governmental organizations and academia to be respected by the managers responsible for the several activities of the Oceans and/or Habitat & SAR Sector.

Provides advice and information to external stakeholders such as citizen committees, municipalities, private sector, on Oceans management and/or Habitat and SAR regarding ways and means to avoid deterioration, destruction and disruption of fish habitat; provides advice to stakeholders in the development of proposals for marine zone protection and the integrated management of these.

Provides support services to the several committees and subcommittees that constitute the Oceans and/or Habitat & SAR Sector, including the Senior Management Committees, the Oceans, the Coastal, and/or SAR, the Habitat Protection and Sustainable Development Sub-committees, the Environmental Assessment and Major Projects Sub-committees, and the Joint Program Services Sub-committees and

key internal and external partnerships (i.e. World Wildlife Fund).

Develops contacts and relationships with all members of various committees to discuss and explain issues under study, obtain their perspective on assigned issues, and seek to influence the achievement of consensus on the resolution of issues, or to identify the barriers to a consensus.

Leads or participates in working groups and committees as required, for the conduct of studies or the delivery of workshops and conferences, and manages funds used for consulting and event management contracts.

Coordinates and participates in drafting and development of relevant Treasury Board submissions, Memoranda to Cabinet; liaises with other government departments, cabinet and Parliamentary sectors and various committees.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	_____ Signature Date
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	_____ Signature of Supervisor – Signature du surveillant Date
Authorization – Authorisation	
Name of Manager – Nom du gestionnaire	_____ Manager's Signature – Signature du gestionnaire Date

Skill - Habiletés

The work requires:

A good knowledge of the programs, policies, and legislation of the Department of Fisheries and Oceans, including the Oceans Act, the Fisheries Act, the Canadian Environmental Assessment Act, and the Species At Risk Act, as they relate to the policies, programs, and activities of the Oceans, Habitat & SAR Sector, and skills to provide support to the individuals and committees that provide information and advice on ways and means to improve Oceans and/or Habitat & SAR Programs, its activities and issues nationally and in all regions of Canada. It also requires knowledge of the theories biological sciences, informing aquatic science and related fields such as OAP implementation, integrated management, marine protected areas, marine environmental quality, or of fisheries biology and related fields such as stream and estuary biology, fish and species habitat assessment, habitat management, land use, water use planning, biodiversity management, marine and estuarine eco-system management, marine eco-system assessment, and skills to develop or adapt practices, techniques, and procedures to carry out

scientific and regulatory research projects, studies, or investigations, provide advice to others on research methodology and results, and contribute to improvements in scientific methods and procedures used in the areas of monitoring and analysis, and to an improved understanding of the biological sciences informing oceans use or habitat and SAR management.

A good knowledge of the organizations and individuals within the Sector, of DFO, and of the provincial and territorial governments, Aboriginal organisations, non-governmental organizations, private firms, individuals and academic, independent science research organizations, stakeholder groups, and the general public with an interest in and influence on the management of Canada's Oceans and/or Habitat & SAR programs, and skills in order to assess the information and messaging published, and analytical skills to provide advice on and develop strategies and tools for developing information and messaging nationally and in all regions of Canada.

A good knowledge of the theories, principles, and practices of the Management Accountability Framework (MAF), and skills to ensure that the mechanisms for decision making in the management of the Sector are organized in a way that allows the rights and interests of the stakeholders such as the employees, Minister, Parliament, the public with interests in the Sector in general, and to provide support and advice on ways and means to improve.

A good knowledge of the theories, principles, and practices of issues management in particular as applied in the Government of Canada and other public institutions, and skills in developing oral and written advice, information, and proposed messaging to the committees and to employees across Canada and to external partner and stakeholder organizations as appropriate, to address legislative, policy, and technical issues as they arise with respect to information management, SAR, governance, performance measurement, reporting, business and work-planning.

A good knowledge of the principles, theories, and practices of communications, and in particular of the fields of public affairs management, social marketing, image management, and event management, and skills to work in collaboration with both program managers and specialists and with DFO communications specialists in developing multi-media communications strategies, tools, and events to develop strategic messaging and ensure the integration and the operationalization of communications strategies to ensure the evergreen nature of the modernization of Oceans and/or Habitat & SAR by DFO in collaboration with its external partners nationally and in all regions of Canada.

A good knowledge of the practices and techniques of publishing, communications, and training, and skills in using the technologies of the departmental and federal government intranet, the internet and the departmental and/or federal government extranet to coordinate the redesign and development of intranet, extranet, and internet sites in collaboration with the Sector and other departmental program specialists, IT specialists, and communications specialists to support the Oceans and/or Habitat & SAR Programs.

A good knowledge of contract and financial administration, and skills to manage consulting and event management contracts.

Effort - Efforts

Intellectual effort is required to provide program services and communications coordination, research, and advisory services in support of the Management Programs by the Directorate's/Regions managers in collaboration with external partner organizations and individuals across Canada.

Intellectual effort is required in making recommendations within the government-wide management accountability framework and its interpretation by senior management at DFO and to the committees and sub-committees of the Sector on ways and means to be more effective in serving stakeholders both within and outside of government. Intellectual effort is required in using initiative and judgement in the resolution of problems which lack precedent or are difficult to define in providing recommendations for improving/changing service delivery issues and communications policies, procedures, processes, and

products and their means of delivery, and verification of compliance/understanding, in providing advice to committee members to influence the achievement of consensus on the resolution of issues or to identify the barriers to a consensus, and in providing support services to the senior management committees and its sub-committees.

Intellectual effort is required in decision-making to both analyse national and regional implementation plans for modernization strategy implementation and to determine the extent to which common change management messaging is being interwoven with plans and activities and progress being made in the communication and engagement of all stakeholders (internal and external) in the modernization process. Intellectual effort is required to develop written case studies and presentations on successes and lessons learned through various applications of the EPMP and other initiatives, and in coordinating face-to face meetings regionally and nationally to build the change in culture on the approach and delivery of the Programs by all stakeholders internally and externally.

Decisions, recommendations and initiatives require a high level of intellectual effort and acuity as they impact on the Programs nationally/regionally, on the program design and operation of the programs nationally and regionally, on the internal and external stakeholder understanding of the Programs nationally and regionally, and on short term and longer term policy formulation. As a consequence these decisions, recommendations and initiatives will have an impact on the socio-economic development of the Oceans and/or Habitat & SAR Programs and consequently on both the management of fish habitat and oceans in all regions of Canada.

The physical effort involved in this work is primarily sitting at a desk for periods of time of up to five hours a day.

The work requires sustained attention in intra-department, inter-departmental, federal-provincial-territorial, and international meetings, to note the positions put forward.

Sustained attention is required to proofread, review, or edit documents and correspondence before distribution or application. Manuscripts and other documents are often densely written and may deal with hard to understand topics.

Responsibility - Responsabilités

Management

The work involves the responsibility for analyzing and developing policies and procedures for the Sector and for the communication of common perceptions and messages to employees and external individuals and organizations with direct or indirect interests in the Sector.

The work involves responsibility for leading or participating in working groups and committees as required, and for the conduct of studies or the delivery of workshops and conferences.

The work involves responsibility for developing contacts with all members of the Sector to discuss and explain issues under study, obtain their perspective on assigned issues, and to influence the achievement of consensus on the resolution of issues; and with specialists throughout the Sector and DFO in all regions, in provincial or territorial governments, non-governmental organizations, academia, and local communities to carry out fact-finding and other investigations in support of improved communications that provide clarification of substantive issues and/or a common interpretation of the facts relating to Oceans and/or Habitat & SAR issues.

Financial

The work involves responsibility for the management of funds used for issuing and managing consulting and event management contracts.

Technical

Responsible for the physical security of secret, protected, and confidential files.

Ensures government equipment under field inventory is properly cared for and makes decisions that affect capital life spans and disposal schedules for vehicles, boats, and other field equipment.

Operates a motor vehicle for travel to meetings and field sites in rural and urban areas.

Operates, maintains, and cares for a computer, peripherals, and software.

Human Resources

Recommends and seeks individuals for membership in project teams.

Directs and leads teams composed of Departmental and interdepartmental employees, consultant experts, and others, in the development of strategic policy and program options and plans.

Working Conditions - Conditions de travail

PHYSICAL

The work is performed in a climate-controlled office environment at a desk or workstation. There is a frequent requirement to move within the facility when meeting with colleagues, managers, staff and clients. There is a requirement to travel to national headquarters and other regions for meetings and to national/international venues when attending conferences and representing the Department.

Some time is spent in travel status throughout the Areas and Regions, sometimes in isolated locations. Travel by small plane, helicopter, and small boats is required in addition to government vehicles.

Occasional field work can involve exposure to adverse weather conditions and the need for cumbersome protective clothing, extreme temperatures, a requirement to carry equipment over uneven terrain, or the need to work in streams and rivers.

PSYCHOLOGICAL


Dealing with uncertainty in internal and external environment requires significant effort to maintain focus on priorities and a longer term perspective. This is created by a multitude of factors such as federal-provincial-territorial jurisdiction.

The work involves imposed deadlines, where workload is heavy and multi-tasking among diverse projects in different stages of completion. Interruptions of work schedules occur daily, on short-term and short notice information or advisory needs by senior Departmental officers or external clients.

There is a requirement to deal with confrontational clients and stakeholders who disagree with Departmental policies, positions, plans and activities. Issues are often political and discussions and decisions may come under intense public scrutiny.

Additional Information – L'information additionnelle

N/A

 CLASSIFICATION RATIONALE / JUSTIFICATION DE CLASSIFICATION	
SECTOR / SECTEUR :	Oceans, Habitat, Species at Risk (OHSAR)
POSITION TITLE / TITRE DU POSTE :	OHSAR Program Advisor (assigned area)
CLASSIFICATION :	PM-04
DECISION NUMBER / NUMÉRO DE DÉCISION :	91381 (old 25864) Job Code: 521006
NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) / CLASSIFICATION NATIONALE DES POSTES (CNP) :	1122
MODEL IDENTIFIER / NUMÉRO DU MODÈLE :	NMWD / MNDT 94498 (old 1027)
SUPERVISOR / SUPERVISEUR :	To be determined by national organizational structure
EFFECTIVE DATE OF WD / DATE D'ENTRÉE EN VIGUEUR DE LA DT :	10 December 2008 (Date ADM submitted request)

Background / Contexte

In July 2002, the Fisheries and Oceans Deputy Minister's Committee (DMC) agreed to the establishment and use of model work descriptions as a mandatory departmental policy. This role was in line with the government's process of Classification Modernization and the department's Classification Renewal Initiative. In January 2004, the Guide to Organization and Classification in DFO was established to guide management through this process. In accordance with Phase II, Model Work Description Development, and to ensure equity and consistency across the country, management within the OHSAR established national teams to establish and apply National Model Work Descriptions (NMWDs) within the community. As well, current work descriptions and the role and responsibility of the OHSAR Sector were reviewed in the preparation and writing of the NMWDs. As part of the NMWD process, consultations with the appropriate community and unions took place for input and feedback to the national team and for consideration with the final content of each NMWD. This NMWD is a result of that process.

For the purpose of this rationale, the subject position (SP) is in reference to NMWD 1027.

Clarification provided by Management / Information fournie par la gestion

Mr. Wayne Moore, Director General, Oceans Program and Mr. Naresh Debidin, Director, Habitat Program Directorate have provided information to the Classification Committee members on the scope and organizational context of each NMWD.

There are three programs pertaining to the compliance and enforcement of Acts regulated by DFO:

- Ocean Management = compliance with the Oceans Act, development of goals with external stakeholders for ocean space, designation and protection of the oceans, for example the fencing of the underground sea mountains.
- Habitat Management = protection of fish habitat, compliance with the Canadian Environmental Assessment Act – formal reviews of major projects like oil sand, dams, linking with / educating community groups and partners to ensure compliance with the Act.
- Species at Risk = compliance with the Species at Risk Act, determination of endangered species.

These NMWDs are also going to be used for positions reporting directly to Area Directors in the regions because the PM positions report functionally to the Regional Director, OHSAR in the regions. Some are specialists and others are generalists: in the Habitat Program, BI/PC are responsible to determine how the

ecosystem is affected by projects (oil sands for example); whereas, in the Oceans Program, these NMWDs PM deal with a broader range of functions to create partnerships and, they focus on program results.

The mandate of the PM-06 NMWD is a senior level position that exercises generally defined strategies, are in district offices, and have discretion in setting goals and executing strategies.

The PM-05 in the Ocean Program is a senior analyst without financial control that provides services connected outward.

The PM-05 in the Habitat Management Program provides information systems services – PATH databases. In the regions, it is a PM-02 that coordinates the CEAR database. The PM-05 provides training to the users (scientists) on the systems to ensure the integrity of the database.

Finally, the Classification Committee members raised a concern with the NMWD 1029, Senior OHSAR Program Advisor – PM-06. The fourth paragraph of the work description in the Client Service Result section stipulated that the position will be in charge of a PPC unit whereas this NMWD primary purpose is in fact to develop and lead a program oriented toward the public. It was agreed with the presenters that the NMWD be modified to remove the emphasis on this responsibility; the paragraph was rewritten; work description signed off by the Acting Assistant Deputy Minister (ADM), Mr. Ian Matheson. This version replaces the original one submitted to OCCOE.

Purpose of the Position / But du poste

The SP is primarily responsible for coordination, research and internal and external advisor services in support of implementing communication programs of Oceans management, Coastal and/or Species at Risk and Habitat and Conservation Programs for DFO managers in collaboration with external partner organizations and individuals across Canada.

Group Allocation / Allocation du groupe

This SP meets the Program and Administrative Services (PA) Group Definition which is for position primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the Public, as the SP is accountable for the provision of advice on ways / means to improve the implementation of the OHSAR management programs to allow recognition of the rights / interests of all internal / external stakeholders. The SP meets inclusion 2 (as shown below) of the PA Group. The exclusions do not apply.

Inclusion

Notwithstanding the generality of the foregoing, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

2. The planning, development, delivery or management of government policies, program, services or other activities directed to the Public.

In accordance with the Table of Concordance (Canada Gazette, Part I, March 18, 1999), the SP is evaluated using the Programme Administration (PM) Classification Standard as it meets the group definition of this standard.

The SP was evaluated with an interdepartmental classification committee that took place on October 21, 2009.

Knowledge / Connaissances

Degree / Degré C2

Points 224

Education

Degree: C

< **BM 14, Regional Manager, Investigation and Control at Degree D** where the work requires a good knowledge of program policies, objectives and governing legislation (UI Act and Regulation, the Canada Evidence Acts, the Charter of Rights and Freedoms), the Commission programs, policies and organization, entitlement principles, jurisprudence and court precedents and a knowledge of investigative principles and techniques and their application for control purpose to develop overall strategies and policies for the planning and administration of the investigation and control program in the region. This is deemed higher as the SP does not require such extensive knowledge of the program policies, objectives and governing legislation but a knowledge of the concept and methodology of a specialized occupation – knowledge-based of the program – theories of biological, sciences, informing aquatic science and related fields in order to carry out the provision of advice.

> **BM 15, Supervisor, Self and Assisted Services at Degree B** where the work requires the knowledge of Acts, regulations, procedures governing the work (processing, adjudication and payment of claims for UI benefits); a knowledge of the program objectives, policies; a knowledge of information systems and a specialized knowledge (interviewing techniques and local labour market conditions). This is considered a lesser degree than the SP which requires the knowledge of the concepts and methodology of a specialized occupation: – theories of biological, sciences, informing aquatic science and related fields, in order to carry out the provision of advice.

= **BM 17, Benefit Programs Officer at Degree C** where the work requires the knowledge of a number of bodies of dissimilar rules, procedures, operations – UI Act and Regulation, other legislation such as National Training Act, provincial Employment Standards Act and Labour Code, jurisprudence, entitlement principles and insurance policy directives and guidelines to adjudicate contentious cases such as labour disputes and to prepare on behalf of the Commission to Federal Court. This is deemed similar as the SP work requires the knowledge of the concepts and methodology of a specialized occupation – theories of biological, sciences, informing aquatic science and related fields in order to carry out the provision of advice.

General Administration

Degree: 2

< **BM 2, Airport Manager, Victoria at Degree 3.** where the work requires the knowledge of financial administration to manage a self-supporting airport as well as of other administrative areas – purchasing, inventory control, telecommunications, mail and records keeping. The SP is deemed less because of the requirement of only these areas of administrative support – finance, human resources, contracts, publishing, material management.

> **BM 17, Benefit Programs Officer Services at Degree 1** where their work requires the knowledge of more administrative areas – finance, human resources, contracts, publishing, material management for SP, whereas, only finance and printing/publication for the BM: the BM to participate in the development and promulgation of regional procedures and modifications to national policies as a result of problem identified during monitoring reviews or to accommodate regional requirements, and also to participate in the analysis of training needs, the development of training material and the conduct of training program for local office program and supervisory staff; the SP to provide advice on ways / means to improve the implementation of the OHSAR management programs to allow recognition of the rights and interests of all internal / external stakeholders.

= **BM 14, Regional Manager, Investigation and Control at Degree 2** where the work requires the knowledge of departmental personnel management policies and procedures as they relate to the classification and staffing of positions and the resolution of union concerns, as well as the knowledge of the budget and corporate operational planning processes to manage a small regional office and a larger staff of program officers decentralized to two metro offices and ten local offices across the region. This is deemed similar as the SP requires also the knowledge of administrative support area in human resources, finance and material management.

Decision Making / Prise de décision	Degree / Degré C2	Points 191
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Scope

Degree: C

< **BM 27, Senior Entitlement Officer at Degree D.** where the work requires the exercise of judgement and initiative in the review and analysis of a wide variety of problems / issues / trends / developments for the purpose of determining the requirement for new / amended national policies / guidelines / decisions, or

recommending legislation changes. Also, the BM must develop within a broad framework of legislation, of program objectives and principles of equity, solutions that are legally possible. The SP is deemed less as decisions are made within established program, and initiative and judgement are required in the resolution of problems lacking precedent when (i) providing advice / information to external stakeholders – citizen committees, municipalities, private sector – on OHSAR regarding means and ways to avoid deterioration, destruction, disruption of fish habitat, and (ii) providing advice to stakeholders in the development of proposals for marine zone protection and the integrated management of these.

> **BM 17, Benefit Programs Officer Services at Degree B** where the decisions are made within the framework of established guidelines, and where initiative and judgement are required in the evaluation of possible courses of action when reviewing decisions made by Boards of Referees on contentious cases; assessing advisability of recommending an appeal to the Federal Court and where approved preparing appeal. The SP is deemed higher because the decisions are made within the framework of established program when developing strategic messaging and ensuring the integration / operationalization of communications strategies to ensure the evergreen nature of the modernization of OHSAR by DFO in collaboration with its external partners nationally and in all regions of Canada.

= **BM 14, Regional Manager, Investigation and Control at Degree C** where their decisions are made within the framework of an established program, and initiative and judgement are required in the resolution of problems lacking precedents. The BM decisions concern the development of regional policies, programs and procedures without the benefit of formal guidelines, but requires the adaptation of national policies to meet regional needs; also, judgement is required in the means employed of developing in the community and awareness of investigation and control activities and a concern for the safeguarding of public funds; finally, recommendations are made to National Headquarters on policy changes related to benefit program control. The SP decisions include the development of written case studies and presentations on successes and lessons learned through various applications of the EPMP and other initiatives, and in coordinating face-to-face meetings regionally and nationally to build change in culture on the approach and delivery of the OHSAR programs by all stakeholders internally and externally.

Impact

Degree: 2

< **BM 8, Chief, Passenger Terminal Operations at Degree 3** where the BM decisions affect the effective utilization of subordinate staff employed at two locations and the direction provided to and control exercised over Customs activities, and where recommendations regarding enforcement matters may result in the imposition of penalties or legal action and possible incarceration. The SP is deemed less than the BM because the SP decisions affect groups – internal / external stakeholders and the recommendations impact on established operating guidelines, as the SP makes recommendations within the government-wide management accountability framework and its interpretation by senior management at DFO and to the sub-committees of the OHSAR Sector on ways / means to be more effective in serving stakeholders both within / outside of government.

> **BM 5, Traffic Officer, Highway Transport at Degree 1** where the BM decisions affect single cases and its recommendations have wider application as the audits result in the acceptance or further investigation or the rejection of claims for freight subsidies and affect the amount paid to carriers which can have a major impact on the cash flow or the carrier involved. The SP is deemed higher because its decision affect groups – the internal / external stakeholders –, and the recommendations impact on established operating guidelines, as the SP ensures that the mechanisms for decision making in the management of the OHSAR Sector are organized in a way that allows the rights / interests of the stakeholders – employees, Minister, Parliament, the public with interests in the OHSAR Sector in general, and provides support / advice on ways / means to improve.

= **BM 28, District Licensing Administrator at Degree 2** where their decisions affect groups and their recommendations impact on established operating guidelines. The BM decisions and recommendations are made with respect to individual applications for licenses, registration and permits and, the decisions with respect to local operating procedures affect the efficiency of service delivery with the District. The SP decisions are made with respect to analyzing national / regional implementation plans for modernization strategy implementation and to determine the extent to which common change management messaging is being interwoven with plans / activities and progress being made in the communication / engagement of all stakeholders – internal / external – in the modernization process.

**Operational Responsibility /
Responsabilité opérationnelle**

Degree / Degré C

Points 040

Nature of Responsibility

Degree: C

< **BM 9, Advisory and Monitoring Officer at Degree D** where the responsibility is for developing operational policies administered by others and ensuring their correct interpretation and application as the BM input is provided to Excise Programs Division concerning program policy, and the development / adoption of performance standards; new legislation is assessed in order to develop new and modify existing operational policies along with a monitoring program to ensure national consistency and to evaluate the efficiency / effectiveness of regional operations; also, functional guidelines and advice are provided to nine regional Collections Units and nine regional Revenue Accounting Units. The SP is deemed less because the responsibility is for determining the adequacy of policies administered by other and appraising their effectiveness as the SP develops oral / written advice / information / proposed messaging to the DFO committees and to employees across Canada and to external partner / stakeholders organizations to address legislative, policy and technical issues as they arise with respect to information management, SAR, governance, performance measurement, reporting, business and work-planning.

> **BM 28, District Licensing Administrator at Degree B** where the work involves leading working groups: the BM to participate in the design and distribution of information of licensing and registration in an ongoing program, both internally and externally with media presentations, information brochures, field office manuals and related information packages. The SP is deemed higher as the work involves determining the adequacy of operational policies and appraising their effectiveness to lead watershed management and technical groups during the development of watershed management plans, either within the department, other government departments or involving stakeholder groups such as First Nations.

= **BM 17, Benefit Programs Officer at Degree C** where they have responsibility for determining the adequacy of operational policies administered by others and for appraising the effectiveness of operations: the BM when monitoring all Insurance program activity in CEC across the BC/Yukon region to assess the efficiency and effectiveness of operations, compliance with and adequacy of national and regional operational policies and the quality of adjudication decisions; also, when providing expert technological advice to Insurance staff and management in the CEC on all aspects of the UI Program and instructing CEC Insurance staff on labour dispute cases. The SP provides coordination, research, communications and internal / external services in support of implementing communication programs of Oceans management, Coastal and/or OHSAR and Conservation programs for DFO managers in collaboration with external partner organizations and individual across Canada.

Contacts / Contacts

Degree / Degré 2

Points 070

Nature of Responsibility

Degree: 2

< **BM 8, Chief, Passenger Terminal Operations at Degree 3** where the BM work requires obtaining commitment on matters of considerable significance, as agreement is obtained with importers concerning changes to commercial/financial systems in order to meet the legislative and needs of the department and, persuasion is required to obtain compliance in a cost-effective manner while maintaining the department service-oriented image. The SP is deemed less because discussion is required to persuade others when the SP provides advice to others on research methodology / results, contributes to improvements in scientific methods and procedures used in the areas of monitoring / analysis, and to an improved understanding of the biological sciences informing oceans use or habitat and SAR management.

> **BM15, Supervisor, Self and Assisted Services at Degree 1** where the BM work requires discussion in exchanging, giving and obtaining information when meeting with clients, members of the public and claimants dissatisfied with the service provided by the unit staff, and resolving difficult and sensitive issues. This is deemed less than the SP whose work requires persuading others, as the SP seeks to influence the achievement of consensus on the resolution of issues, or to identify the barriers to a consensus with members of various committees – internal / external.

= **BM 28, District Licensing Administrator at Degree 2** where the work requires contacts with officials of the fishing industry, fishermen, representatives of the Fishermen's union, media, the general public and

provincial authorities to discuss and explain new licensing requirements procedural changes and reply to questions on licensing legislation regulations and policies, which requires interpretation. The SP is deemed similar because of the responsibility for developing contacts with all members of the OHSAR Sector to discuss and explain issues under study, obtain their perspective on assigned issues, and to influence the achievement of consensus on the resolution of issues; and with specialists throughout the OHSAR Sector and DFO in all regions, in provincial / territorial governments, non-governmental organizations, academia and local communities to carry out fact-findings and other investigations in support of improved communications that provide clarification on substantive issues and/or common interpretation of the facts relating to OHSAR issues.

Whole Job Comparison / Comparaison globale du travail

The SP is deemed less than BM 14, Regional Manager, Investigation and Control – PM-05. In terms of Knowledge, they differ because the BM work requires a good knowledge of a series of Acts, regulation, the UI program policies, jurisprudence, court precedents, and the knowledge of departmental personnel management policies / procedures as well as of budget and corporate operational planning processes to manage offices, which is not the case for the SP, therefore of a lesser degree, as the SP requires the knowledge of the OHSAR programs, policies, legislation and knowledge-base of the program in order to carry out the provision of advice. However, they both require the same level of knowledge of administrative support areas: the BM – personnel management, budget and corporate planning process; the SP – finance, material management, contracts, budget. In terms of Decision Making, their scope is similar, their decision are made within the framework of an established program, and initiative and judgement are required in the resolution of problems lacking precedent: the BM makes decisions concerning the development of regional policies, programs, and advises on trends and patterns in the incidence or program abuse that impact other regional programs; the SP provides advice on ways / means to improve the implementation of the OHSAR management programs to allow the recognition of the rights and interests of all internal / external stakeholders. However, the impact of their recommendations differs, as the BM recommendations impact on program policy formulation and the decisions affect the efficiency and effectiveness with which the investigation and control program operates. Whereas the SP recommendations impact on established operating guidelines and affect groups. In terms of Operational Responsibility, the BM differs as well because of the management of the Investigation and Control program in the Alberta/NWT region, whereas the SP work requires to lead projects. In terms of Contacts, they differ also because the BM work requires consultation and close cooperation with law enforcement and security agencies of other government departments and other levels of government in the investigation of cases of abuse and fraud and in the prosecution of employers and claimants under UI Act and the Criminal Code, whereas the SP work requires persuading stakeholders when seeking to influence the achievement of consensus on the resolution of issues or to identify barriers to a consensus.

The SP is deemed higher than BM 17, Benefit Programs Officer – PM-03. In terms of Knowledge, their work requires the same level of knowledge: the BM, the knowledge of dissimilar rules, procedures, operations, which is deemed similar to the SP whose work requires a knowledge-base of the OHSAR program in order to provide advice. However, the knowledge of administrative support areas differs as the BM one is less - finance and printing / publication, whereas the SP one is higher - finance, human resources, publications, material management. In terms of Decision Making, the BM decisions are made within the framework of established guidelines and, initiative and judgement required is for the evaluation of possible courses of action, whereas the SP decisions are made within the framework of an established program and initiative and judgement required is for the resolution of problems lacking precedents: the BM investigates and adjudicates contentious cases, determines whether an appeal should be lodged with the Federal Court and recommends the removal / replacement of Boards of Referees chairpersons / members; the SP ensures that the mechanisms for decision making in the management of the OHSAR Sector are organized in a way that allows the rights / interests of the stakeholders. However, the impact of their decisions and their recommendations is similar: their decisions affect groups and their recommendations impact on established operating guidelines. In terms of Operational Responsibility, they have the same level: the BM has continuous responsibility for the monitoring of all Insurance program activity in CEC across the BC/Yukon region to assess the efficiency and effectiveness of operations, compliance with and adequacy of national / regional operational policies / procedures; the SP is responsible for determining the adequacy of operational policies administered by the OHSAR Sector with regards to the involvement of the stakeholders – internal / external -, and for appraising the effectiveness of the operations to ensure that the mechanisms for decision making in the management of the Sector allows for the rights and interests of the stakeholders, and provides support and advice on ways / means to improve. In terms of Contacts, they are at the same level also as

they both require carrying out fact findings : the BM when conducting quality assurance monitoring reviews of local office Insurance program activities; the SP when providing support to the several OHSAR committees – internal / external.

There is no BM - PM-04 to compare the SP to.

Internal & External Relativity / Relativité interne et externe

CLASSIFICATION ON EVALUATION FACTORS	SP		IDENTIFY FEW POSITIONS WITHIN/OUTSIDE THE ORGANIZATION THAT HAVE SIMILAR TYPE OF DUTIES AT THE SAME AND/OR DIFFERENT GROUP & LEVELS AND ATTACH DOCUMENTS TO THIS STUDY REPORT			SP BEST COMPARES TO RELATIVITY POSITIONS & WHY
	RATING		= P1 NMWD 800 SR ADVISOR, AQUACULTURE DFO	< P2 NMWD 1028 OHSAR COORDINATOR DFO	< P3 NMWD 000035 COORDINATOR, OHSAR TRAINING DOE	
KNOWLEDGE	C2	224	D1 246	D3 312	D2 279	<p>At degree C, the SP is deemed less than the others because it requires a knowledge of concepts of a specialized occupation - biological sciences, whereas the others requires a good knowledge of the program policies, objectives and governing legislation, which is deemed higher than the SP. At degree D, the P1 requires a knowledge of (i) federal and provincial acts, regulations, legislations affecting or impacting on the aquaculture industry, (ii) federal/provincial, federal/industry and international agreements, conventions and codes relating to aquaculture industry, (iii) trends and developments in the aquaculture industry. At degree D also, the P2 and P3 require a comprehensive knowledge of a number of dissimilar operations. The P2 - (i) database development and report production and dissemination, (ii) trends and developments in informatics, communications strategies and techniques, negotiation and facilitation techniques, as well as knowledge of a specialized occupation – fish biology, resource management and oceans and land use impacts on fish habitat and populations. The P3 – (i) program administration theories, principles, practices, (ii) program framework planning and development issues analysis, negotiation, consultation methodology as well as organization, management and strategic direction of the Department as they relate to the species at risk recovery training, consultations and outreach programs, and species at risk legislations. These are considered higher than the SP.</p> <p>Degree 1 for the P1, because the work requires a limited knowledge of internal support areas - human resource management policies. This is deemed less than the SP. At degree 2 for the SP and P3, their work requires the knowledge of finance, human resources, contracts. At degree 3 for the P2, the work requires knowledge of finance, personnel, contract, purchasing, property management. This is deemed higher than the SP.</p>
DECISION MAKING	C2	191	B2 146	C2 191	C3 223	<p>At degree B for the P1, initiative and judgement are required for evaluating possible courses of action and for providing advice, as the P1 plays a lead role in the analysis, evaluation, design, development, implementation, monitoring of regional aquaculture program framework policies. Degree C for the SP, the P2 and P3, because initiative and judgement are required in the resolution of problems lacking precedents: SP – to determine the extent to which common change management messaging is being interwoven with plans and activities; P2 – advice on the conception, development, approval, implementation and modifications of the OHSAR Information Management Framework for the delivery of the OHSAR Program; P3 – researches and consults with clients/stakeholders to identify issues,</p>

CLASSIFICATION ON EVALUATION FACTORS	SP		IDENTIFY FEW POSITIONS WITHIN/OUTSIDE THE ORGANIZATION THAT HAVE SIMILAR TYPE OF DUTIES AT THE SAME AND/OR DIFFERENT GROUP & LEVELS AND ATTACH DOCUMENTS TO THIS STUDY REPORT			SP BEST COMPARES TO RELATIVITY POSITIONS & WHY
	RATING		= P1 NMWD 800 SR ADVISOR, AQUACULT URE DFO	< P2 NMWD 1028 OHSAR COORDINA TOR DFO	< P3 #M060 000035 COORDINA TOR, SAR TRAINING DOE	
						and negotiates collaborative agreements as a departmental authority. This is considered higher than the SP. At degree 2 for the SP, the P1, the P2, their recommendations affect groups of people – the external stakeholders. At degree 3 for the P3, its recommendations affect operating guidelines as the P3 leads the development and implementation of program-related policies, procedures and information management systems. This is deemed higher than the SP.
OPERATIONAL RESPONSIBILITIES	C 040		C 040	C 040	D1 060	At degree C for the SP, P1 and P2, they determine the adequacy of operational policies and procedures: SP - provides ways and means to improve the implementation of the OHSAR programs; the P1 -- develops and provides advice to departmental management and external stakeholders on matters such as regulatory, policy, protocol and other issues of concern or interest as they affect the commercial management of the aquaculture industry; P2 -- represents the Section, Branch, Directorate, Sector, Department in meetings to develop common views and directions and improvement of the OHSAR programs, processes and program delivery. Degree D for the P3, because it develops operational policies and ensures their correct application – in the planning, development, implementation of service delivery and monitoring frameworks for the public species at risk recovery training, consultations and outreach programs. This is deemed higher than the SP.
CONTACTS	2 070		2 070	3 070	3 110	At degree 2 for the SP and P1, they provide substantive advice: SP – on ways and means to avoid deterioration, destruction and disruption of fish habitat; the P1 – on the administration, implementation and monitoring of the regional aquaculture management program. Degree 3 for P2 and P3 because they get commitment on matters of considerable significance: P2 – when negotiating with DFO NHQ and Sector Regional program managers and external partners to establish collaborative cost-sharing agreements for implementing new changing management programming activities and jointly funded projects; P3 – when representing the Department as an authority on the species at risk recovery training, consultations and outreach programs. This is deemed higher than the SP.
TOTAL	PM-04 525 (501-600)		PM-04 542 (501-600)	PM-05 653 (611-720)	PM-05 672 (611-720)	Overall the SP compares well with the P1 as they both provide advisory services for their program: SP – the OHSAR programs being developed and implemented in the regions; P1 – the aquaculture management program and associated planning and operational frameworks, guidelines, procedures and licensing for either a geographic portion of the region or for specific fish farming species. The SP is deemed less than the P2 and P3 as these are responsible for the planning and management of programs whereas the SP is not, it provides advice on the programs.

Summary / Sommaire

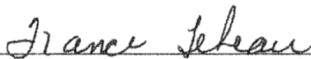
Factor / Facteur	Degree / Degré	Points
KNOWLEDGE / CONNAISSANCES	C2	224
DECISION MAKING / PRISE DE DÉCISION	C2	191
OPERATIONAL RESPONSIBILITY / RESPONSABILITÉ OPÉRATIONNELLE	C	040
CONTACTS / CONTACTS	2	070
Total	PM-04	525 (501 - 610 points)

GROUP & LEVEL / GROUPE ET NIVEAU PM-04

APPROVED BY / APPROUVÉ PAR :

WE, THE UNDERSIGNED, ATTEST THAT WE HAVE PARTICIPATED IN THIS CLASSIFICATION EVALUATION COMMITTEE IN ACCORDANCE WITH PUBLIC SERVICE VALUES AND ETHICS CODE AS WELL AS RELATED POLICIES AND GUIDELINES, THAT WE APPROVE THE ABOVE-NOTED RESULTS, AND THAT TO THE BEST OF OUR KNOWLEDGE, WE ARE NOT RELATED TO ANY OF THE INCUMBENTS OF SUBJECT POSITION(S), AND THAT THE NATURE OF OUR ASSOCIATION, IF ANY, WITH THE INCUMBENTS IS SUCH THAT WE CAN RENDER DECISIONS IN AN IMPARTIAL MANNER.

NOUS, LES SOUS-SIGNÉS, ATTESTONS AVOIR PARTICIPÉ À CE COMITÉ D'ÉVALUATION DE LA CLASSIFICATION CONFORMÉMENT AUX CODE DES VALEURS ET D'ÉTHIQUE POUR LA FONCTION PUBLIQUE ET AUX POLITIQUES ET LIGNES DIRECTRICES APPLICABLES, QUE NOUS APPROUVONS LES RÉSULTATS MENTIONNÉS CI-HAUT ET QU'AU MEILLEUR DE NOS CONNAISSANCES, NOUS N'AVONS AUCUNE RELATION AVEC LES TITULAIRES DES POSTES SUJETS ET QUE LA NATURE DE NOTRE ASSOCIATION AVEC LES TITULAIRES, S'IL EN EST, EST TELLE QUE NOUS SOMMES EN MESURE DE RENDRE DES DÉCISIONS D'UNE MANIÈRE IMPARTIALE.



France Lebeau, Chairperson / Présidente
Senior National Classification and Organization Advisor
Organization and Classification Centre of Expertise
DFO

30/11/09

Date



Faye Bancesco, Member / Membre
Senior National Classification and Organization Advisor and Classification Tutor
Human Resources Directorate
Health Canada

25/11/09

Date



Andrea Raper, Member / Membre
Director, Human Resources - NCR
DFO

30-11-09

Date

4. NMWD 98870, DECISION 94993

Area Chief – C&P

Position 49275

Position 49344

Position 49439 (INA)

Position 49937 (INA)

Position 50052

Position 50163

Position 51041

Position 55659

Position 65138

Position 65139

Position 65140

Position 65141

Position 74515

Position 146072



Government of Canada
Gouvernement du Canada

WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste	Position Title - Titre du poste Area Chief, Conservation and Protection	
Position Classification - Classification du poste PM-06	National Occupation Code - Code national des professions	
Department/Agency - Ministère/organisme Fisheries and Oceans Canada		Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Ecosystems and Fisheries Management - Conservation and Protection		
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique 98870	
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant Director, Conservation and Protection	
Supervisor Position Classification - Classification du poste du surveillant EX-01		
Language Requirements - Exigences linguistiques		Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication		
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité Secret	

Client Service Results - Résultats axés sur le service à la clientèle

Provide and manage, at the Area level, awareness, monitoring and enforcement services to Canadians for the conservation and protection of the fishery resources and fish habitat and for the protection of the public from the consumption of contaminated shellfish.

Provide assistance to other enforcement agencies in coordinated efforts to enforce the law.

Provide expertise at the area level to other DFO Directorates in relation to compliance issues and the development of integrated fisheries/habitat management plans.

Key Activities - Activités principales

Develop and implement strategic/operational enforcement plans including in-season adjustments to address changing priorities or funding pressures.

Manages a professional workforce, assigned budget and material resources with prudence and probity in accordance with government policy and regulations.

Establish the Area's enforcement priorities based on extensive and on-going consultations with staff, regional and area management personnel, and the various client groups.

Conduct crime analyst duties at the senior level and determine the Area's resource requirements (human, financial, equipment) and make recommendations to senior management to obtain their support to provide the resource requirements needed to safely and cost-effectively deliver enforcement operations.

Monitor the results of the Conservation and Protection program for the assigned Area.

Manage the Areas "on the grounds" enforcement response to large scale crisis situations requiring the deployment of resources between Detachments/Areas.

Liaises with Federal Treaty negotiations staff, First Nation leaders and other DFO staff on matters related to Treaty negotiations or implementation and Treaty rights.

Develop and maintain linkages with other domestic and international enforcement agencies that may be able to provide support or provide/exchange confidential surveillance information to assist program delivery.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	_____ Signature Date
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	_____ Signature of Supervisor – Signature du surveillant Date
Authorization – Autorisation	
Name of Manager – Nom du gestionnaire Director General Trevor Swedfager	_____ Manager's Signature – Signature du gestionnaire Date Jan 17/12

Skill - Habiletés

The work requires comprehensive and seasoned knowledge at the management and strategic level of:

Departmental mandate, goals, objectives/organizational structures and the various roles and responsibilities of each division and sector, regionally and nationally, how they affect the role of the work unit and how enforcement priorities associated with fisheries and fish habitat are established.

Acts, regulations, policies and programs governing the recruitment, staffing, professional training and development, labour relations, employment equity as well as financial and administrative management. These include the Public Service Modernization Act, the Public Service Labour Relations Act, the Official Languages Act, the Financial Administration Act, as well as collective agreements covering staff.

Conservation objectives of complex multifaceted conservation harvesting plans developed through the integrated fisheries management planning processes.

Federal and relevant Provincial Acts, regulations, legal jurisprudence, Agreements, Protocols and Treaties as they pertain to Canadian or joint international enforcement actions (e.g.: NAFO Conservation and Enforcement Measures) associated with domestic and international fisheries inside and outside the 200 mile limit, including disputed areas, to ensure evidence collected will support domestic and or international prosecutorial actions.

National and regional enforcement policies, procedures, guidelines and protocols such as firearms, armed boarding, special operations, aboriginal fisheries enforcement, international boundary enforcement and the range of enforcement options available to conservation and protection law enforcement personnel.

Memoranda of Understanding with the RCMP, DND, DFAIT, CWS and other Departments and Agencies to participate in joint enforcement operations and emergency response situations.

Fisheries-related Acts, Orders and Regulations that govern fishing activity in the aboriginal, commercial, recreational and international fisheries and protect the fish habitat and the aquatic environment.

Fishery Officer authority under the Fisheries Act and as a Peace Officer under the Criminal Code of Canada when enforcing the Fisheries-related Acts and Regulations.

Principles and techniques of the Incident Management Intervention Model (Use of Force Theory) to ensure Officer and public safety, including the application of lethal force and for maintaining physical control of individuals resisting arrest and/or threatening an Officer or member of the public with grievous bodily harm. Training in these areas is equivalent to the RCMP. There is a requirement to possess the qualifications to handle and use firearms.

First Nations Fishing Agreements, Communal Licences, Treaties, Band Bylaws and Enforcement Protocols that affect or constrain the delivery of enforcement programs.

Marine and freshwater fisheries biology/ecology and scientific fish stock assessment methodologies, to be able to understand the conservation objectives of fisheries and habitat management plans, aquaculture operations and to be able to effectively communicate this information to user groups, judges, the general public and/or other departmental clients.

Representatives and key spokesperson(s) for local or regional fishermen groups, processing industry organizations, unions, fishing communities, environmental groups and First Nations communities who can influence, become partners and/or promote compliance with fisheries legislation.

Various fishing techniques and fishing gear used by the various resource harvesters to be able to assess the likely effectiveness, practicality and enforceability of proposed management measures such as Conditions of licence, mesh size, species prohibitions or gear modifications to effectively and safely conduct monitoring and enforcement activities.

Operations of urban and industrial facilities such as pulp mills, sewage facilities, logging operations, highway or hydro projects subject to regulation under fisheries-related legislation, to facilitate enforcement plans for on-site compliance inspections and/or to plan special operations.

Techniques and procedures for safely and lawfully conducting overt, covert and forensic monitoring and auditing enforcement activities and accounting and business bookkeeping practices and crime analysis duties at the senior level, to ensure consistency between detachments and regionally. Training in these areas is equivalent to that of the RCMP.

Techniques, practices and devices required for the safe day and night operations of vessels and patrol vehicles for activities such as pursuit, armed boarding, towing of vessels, and roadblocks for vehicles.

Principles and legal documents associated with criminal and civil law and how the rules of evidence apply to enforcement activities when gathering the necessary evidentiary elements to establish a strong case for prosecution. Training in these areas is equivalent to the RCMP.

Roles and responsibilities of third party contractors who deliver the Dockside Monitoring and Observer, Charter Patrol Vessel and contract Guardian programs required support of monitoring and compliance activities and the role of Conservation and Protection in monitoring and auditing these programs.

Communication:

Writing skills to prepare administrative reports, briefing notes, ministerial correspondence, intelligence assessments and MOU's on enforcement activities.

Verbal skills to testify in court; to effectively communicate with the Media and NGO's regarding enforcement management and the protection of the fishery resources.

Verbal negotiation and persuasive skills to deescalate tense or violent situations and to explain to client groups, representatives of corporations and their legal counsel the intent and/ or the objectives of Acts, regulations, conditions of licence policies, fisheries and habitat management plans, some of which are very controversial.

Consultative skills to negotiate priorities and strategies for the delivery of enforcement activities which will meet the Government's and DFO's current and evolving priorities aimed at ensuring sustainable socio-economic returns for Canadian fish harvesters.

To represent the department as the front-line authority, in situations where enforcement activities involve foreign or U.S. fishers or U.S. law enforcement situations and investigating the circumstances according to established policies and procedures.

To represent DFO and chair industry and public meetings, information sessions with the media and with provincial and federal Members of Parliament, to explain and promote acceptance of, and compliance with, the regulations supporting fisheries and habitat management plans.

To defend program enforcement priorities and strategies and convince regional/area management and staff that the approaches being taken or recommended are safe and the most cost-effective.

Act as a senior departmental liaison manager in communities and sole representative of Federal Departments in remote communities.

Effort - Efforts

Intellectual Effort

Decisions or actions made by the position in relation to enforcement actions such as seizing vessels, vehicles, fish catches, equipment, issuing Inspector's Directions (fish habitat) and/or forensic

investigations (e.g.: shutting down fish plant operation) impact on domestic and/or international industries/companies/organizations, individuals and/or communities and on the Department's ability to fulfill its mandate.

Lead the development and ensure implementation of strategic operational plans, policy and procedures to ensure the safe execution of enforcement activities, identifying emerging trends and prioritizing requirements through risk analysis and work planning, and developing new approaches intended to optimize program effectiveness (practicality, affordability, enforceability).

Develop recommendations to C&P senior managers regionally and nationally to improve enforcement activities based on field operations while taking into account the socio-economic impacts on the industry sectors.

Develop conservation objectives for inclusion into Integrated Fishery Management Plans. Oversee the evaluation of the fisheries sustainability to allow for marketing under the eco-labelling program.

Review and analyse enforcement data and reports provided by field staff to establish the Area's enforcement priorities, provide direction to staff and advice to fisheries and habitat managers on the development/modification of management plans, policies and legislation.

Continually interpret, analyze, re-assess and make immediate serious decisions concerning the appropriate enforcement response given the circumstances or when the safety of an Officer, a colleague or someone from the public is potentially threatened, which could require the use of the continuum of force up to and including the use of deadly force.

Negotiate with stewardship groups and review submissions as to how fines or penalties, and proceeds of crime could be used for the conservation and protection of fish, resource/habitat restoration or enhancement under the authority of the Fisheries Act.

Verify with staff that evidence gathered through field enforcement operations support a high risk prosecution or justify a warrant and determine the appropriate course of enforcement action ranging from warnings, alternative measures, to pursuing a prosecution or to recommend appeals on court decisions.

Develop public education materials; explain DFO conservation and protection programs, enforcement concerns, priorities, strategies, policies and procedures to fish harvesters, various interest groups and the general public to provide a better understanding to gain their support for conservation objectives and promote the stewardship of the fisheries resources and fish habitat.

Negotiate and approve Enforcement Protocols with First Nations Governments, the issue of access, Treaty Rights and/or aboriginal rights which may conflict in traditional fishing territories.

Make recommendation on corrective measures or improvements to regional managers related to the Dockside Monitoring Program, Observer Programs and other third party contracts.

Provide technical interpretation and professional advice and expertise to various levels of field staff to make certain of uniformity and consistency in the application and interpretation of legislation and policy and investigative methods, procedures, and the use of sophisticated law enforcement technology.

At the area level, perform budget forecasting and risk analysis for special enforcement projects and operations that are required to deal with unforeseen circumstances. Analyses resources required (human and fiscal - salaries and operations and maintenance) to carry out and successfully execute enforcement operations. Make recommendation to the Regional Director of C&P regarding the deployment of positions/staff on a permanent basis.

Physical Effort

The work requires normal physical effort associated with working in an office with some exposure to greater physical demands when operating in the field (e.g., driving for extended period of time, climbing in and out of boats and small planes; walking over rough terrain and unstable wharves, etc, lifting and

moving heavy equipment, including scuba gear, seized fishing gear; wearing of cumbersome clothing such as a survival suit, life jacket and body armour as well as the carrying of equipment.

Responsibility - Responsabilités

Leadership of Human Resources

Lead, coach, develop and ensure that staff possess and develop appropriate skills and competencies; and create a workplace climate that fosters collaboration, promotes diversity, and reflect the principles and values of the Department; manage and direct the activities of Conservation and Protection Supervisors, CCG staff, administrative staff and contracted staff which includes establishing priorities, goals and schedules, evaluating performance, recommending/facilitating training or developmental or acting assignments, disciplinary actions, authorizing training and counselling and participating on selection boards for promotions of existing staff. Acts as the First Level in the grievance process. Investigate breaches of the Fishery Officer Code of Conduct.

Ensure the identification of, and recommend to senior management, the human resources required to effectively and safely deliver enforcement work plans in area of responsibility, including unforeseen circumstances. Make recommendation to the Regional Director of C&P regarding the deployment of positions/staff on a permanent basis.

Oversee major case and intelligence; lead policy implementation within the Area ensuring alignment with national and regional processes; lead change management process to ensure Area organization builds an appropriate capacity.

Money

Develop and manage the C&P budget for the Area, recommend or approve the most cost-effective option for service delivery, prepare contract tenders, authorize payments (under section 34 of the FAA), monitor budgets and expenditures by field staff, provide justification for over-expenditures, allocate or reallocate budgets and provide financial forecasting and quarterly reports to Regional Directors of Conservation and Protection.

Approve and monitor expenditures for travel, overtime, office supplies, minor capital, repairs to vehicles and vessels and other operational requirements within allocated budgets. Spend approved funds for travel and accommodations to attend meetings within and outside area of responsibility.

Oversee the safe keeping and continuity of any cash/assets that may be seized during the course of enforcement operations (the value of seized items could be in excess of 500K per incident) and that the best possible price is obtained for the sale of seized fish.

Technical

Manage Area's compliance program for the protection of fish and fish habitat, which is a limited and at times threatened public resource that may require decades to rebuild.

Responsible for management of information assets including Protected C and Secret information collected, stored and analyzed by the area organization. Loss or compromise of this information could result in serious impact to organizational and national interest.

Operates and maintains a wide range of facilities, specialized enforcement equipment, vehicles and vessels and firearms used in the area for enforcement activities. Ensure that facilities are being maintained, and that they meet health, safety and security requirements. Secure access to "law enforcement sensitive databases" such as the Departmental Violations System or the Canadian Police Intelligence Centre and the integrity of data being entered or retrieved.

Oversee the inventory, use, maintenance and replacement of personal protective equipment and other equipment items, and evidence seized in association with an offence for legal continuity reasons.

Working Conditions - Conditions de travail

Psychological

The work requires frequent absence from home and office environments when traveling regionally/ inter-regionally.

Volatile and confrontational encounters with fishers, who are unhappy with DFO conservation or policy objectives, or are in contravention with DFO regulations present highly stressful situations. Exposure to strained circumstances and conflicting situations with stakeholders is frequent and present when negotiating co-management partnership agreements on regulatory, licensing and legal matters.

Psychological effort is required in testifying as an expert witness during investigations, court cases and other legal proceedings.

Must deal with confrontational and/or sensitive situations when taking enforcement action. Potential for serious accidents, injuries or illness due to the unpredictability of such situations. This may impact the officer and his/her family outside the working hours.

Must deal with confrontational and/or sensitive situations when imposing disciplinary actions or conducting investigations on Fishery Officers regarding breaches of the Code of Conduct or Harassment Complaints.

Physical

The work is performed primarily in an office environment where there is daily exposure to the glare from computer, office equipment noises, ringing telephones, ongoing interruptions from staff and clients.

While performing field duties, there is exposure to noise, extreme heat or cold, snow, rain, dust, diesel fumes and engine noise. The work requires wearing cumbersome equipment when performing all types of land, air and/or sea patrols.

There is a risk to the Officer's health when he/she is in contact with aggressive and violent individuals while effecting arrests and performing enforcement activities.

Additional Information - Information additionnelle

**JUSTIFICATION DE CLASSIFICATION/
CLASSIFICATION RATIONALE**

Secteur/Sector: Ecosystems and Fisheries Management
Division: Conservation et Protection
Section:
Titre du poste/ Position Title: Sector Chief, Conservation & Protection
Numéro du poste/ Position Numbers:
Classification: PM-06
Numéro de decision/ Decision Number: 94993
Classification nationale des postes (CNP)/ National Occupational Classification (NOC): 0412
Model Identifier/Numéro du modèle: #98870 (Previously NWMD #47)
Superviseur/ Supervisor: Director, C&P, EX-01
Date d'entrée en vigueur de la DT/Effective Date of WD: April 1, 2012

Contexte // Background

Background

The Ecosystems and Fisheries Management Sector, Conservation and Protection (C&P) Branch, has begun updating National Model Work Descriptions (NMWDs) as part of a cyclical review. A Classification Committee had evaluated these models in 2003.

The review consists of two phases. Phase I covers most of the national structure approved by the functional authority. Phase II will establish variants of the national structure.

Revised and final descriptions were submitted to the OCCOE in January 2012. Reviews of assigned work were conducted and subsequently validated in October 2012. A sample was determined, taking into account more than 700 existing positions (GT-02 to GT-05, and PM-05 to PM-06). There were consistencies for a large number of positions. However, when there were variances, management realigned/standardized the structures towards a "national structure" to establish uniformity and make them efficient and operationally viable. Management will address specific situations and those beyond "national structure" in Phase II of the review.

The NMWD was signed by the Functional Authority (FA), the Director General, Conservation and Protection, on January 17, 2012; its effective date is April 1, 2012.

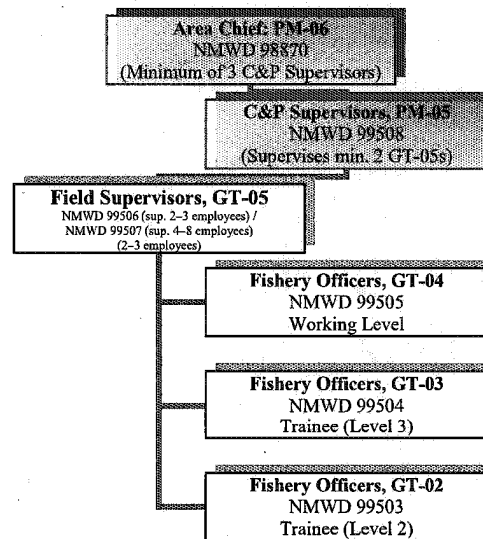
The main functions of the model work descriptions (GT-02 to GT-05, and PM-05 to PM-06) have remained the same. The content of the work description is similar, although the number of pages has been reduced considerably (e.g., from 21 to 9 for the French version and from 30 to 8 pages for the English version) to comply with the new work description format proposed by the Treasury Board Secretariat.

Organizational context

DFO provides operational conservation and protection services in six regions. Each region has a regional director of Conservation and Protection (EX-01). Regions are composed of at least three areas. An area is led by an Area Chief (PM-06). The latter oversees the work of a number of detachments lead by a C&P supervisor (PM-05), which in turn supervises Field Supervisors (GT-05). Each detachment covers a geographical part (district) of the area, and staff is either located at the same office or away from the PM-05 at a satellite office or Field Office. The Field Supervisor (GT-05) supervises a minimum of two Fishery Officers, either one GT-04 (working level) or officers in training (GT-03, GT-02).

Note that a Fishery Officer progression program exists from GT-02 to GT-04 level. The GT-04 is considered to be fully functioning working level.

National structure



PM-06 Area Chief – Program expert; awareness & monitoring of enforcement responses on the ground to large scale crisis requiring the deployment of resources between Detachments within an Area. The position is responsible for strategic operational enforcement plans. Liaison activities are required with federal treaty negotiations staff and First Nation leaders on matters of treaty negotiations or implementation and Treaty rights. Liaison with other enforcement agencies is carried out to provide support or exchange surveillance information. *Certification is required.*

PM-05 Conservation and Protection Supervisor, at the detachment level is responsible for the maintenance, management of the detachment office as well as overall planning and management of enforcement operations. This includes managing and assigning the required work and communicating with senior level management authorities (Aboriginal groups, other officials of government in understanding program objectives and deliverables) and the public. The SP is the middle layer of management, which bridges communication between enforcement operations and managerial planning obligations. *Certification is required*

GT-05 Field Supervisor – Leads enforcement operations, directs a team but is also considered operational as it performs various complex compliance activities which include inspections/investigations. Enforcement activities may require arresting, detaining and carrying out seizures. *Certification is required*

GT-04 Fishery Officer (fully functioning working level) – Provides awareness, monitoring, enforcement services, such as inspections/investigations. Enforcement activities may require arresting, detaining and carryout seizures. *Certification is required*

GT-03 Fishery Officer (developmental program) – Performs various enforcement activities under supervision (supervisor or fully functioning GT-04 Fishery Officer); is given various assignments as defined by the Career progression program. *Certification is required*

GT-02 Fishery Officer (developmental program) – Participates in enforcement activities under close supervision of fully functioning Fishery Officer and/Field Supervisor; is provided various assignments as defined by the Career progression program. *Certification is required*

For rationale purposes, the term subject position (SP) represents national model 98870.

But du poste // Purpose of the Position

At an area level, the SP is responsible for providing and managing education, monitoring and enforcement services to Canadians for the conservation and protection of fisheries resources and fish habitat and for the protection of the public against the consumption of contaminated shellfish. In addition, the SP provides expertise, at the area level, to other DFO branches on issues related to compliance and the development of integrated fisheries and habitat management plans.

Allocation du groupe // Group Allocation

(*Canada Gazette du Canada*, Part/Partie I, March 27 mars 1999)

(Table of/de Concordance, *Canada Gazette du Canada*, July 17 juillet, 2004, retroactive/rétroactif to/au March 18 mars 1999)

The SP meets the Program and Administration Services (PA) occupational group definition, especially inclusion 2, which includes positions whose primary responsibilities involve the planning, development, delivery or management of government policies, programs, services or other activities directed to the public. The SP develops and implements strategic and operational plans, establishes priorities for enforcing the law in the area and monitors results of the conservation and protection program for the assigned area.

The SP also meets inclusion 15: the leadership of any of the above activities.

No exclusions apply.

Consequently, and according to the Table of Concordance, the SP will be evaluated according to the Program Administration (PM) Classification Standard.

Connaissances // Knowledge	Degré/Degree D3	312 Points
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Program and specialized/technical knowledge

> BM 2, Airport Manager, Victoria, Degree C

The work requires knowledge of policies, standards and guidelines of the organization governing airport operations, maintenance and security. The work also requires knowledge of airport and aviation technology insofar as it impacts airport operations, and knowledge of the trade practices applicable to maintenance of large buildings, runways and auxiliary services. The BM must have knowledge of Crash, Fire and Rescue equipment and procedures. The SP ranks above BM 2. As Chief of a C&P area, the work requires thorough and extensive knowledge of techniques and procedures to carry out enforcement, monitoring and verification activities, as well as national and regional enforcement policies and procedures. The work also requires knowledge of conservation objectives from the plans developed as part of integrated fisheries management planning processes. The SP must have knowledge of federal and provincial laws and regulations, agreements, protocols and treaties that apply to joint enforcement activities, protocols and guidelines, particularly regarding firearms, special operations and Aboriginal fisheries enforcement, as well as fisheries agreements with First Nations.

< BM 7, Tariff Classification Policy Specialist, Degree E

As Tariff Classification Policy Specialist, the work requires knowledge of the *Customs Tariff* and *Customs Act*, and tariff classification principles, regulations and procedures. The work also requires knowledge of government policy concerning tariff classification and related responsibilities and roles of other departments in the development of legislation. Knowledge of international tariff commitments and obligations entered into by Canada and their impact on departmental policy is also required. The BM must have knowledge of government economic policy and objectives, particularly those concerning the provision of assistance to Canadian

industry. Based on these requirements, the SP ranks below BM 7 because the BM requires extensive knowledge of the principles, concepts and methodology of a specialized position. As Chief of a C&P area (SP), the work requires knowledge of the laws and regulations governing Conservation and Protection operations, including the *Fisheries Act*. The work also requires thorough and extensive knowledge of techniques and procedures to carry out enforcement, monitoring and verification activities, and extensive knowledge of national and regional enforcement policies and procedures. The work also requires knowledge of federal and provincial laws, agreements, protocols and treaties that apply to joint enforcement activities, as well as fisheries agreements with First Nations. The SP must also have knowledge of conservation objectives from regional and area plans developed as part of integrated fisheries management planning processes.

= BM 14, Regional Manager, Investigation and Control, Degree D

The work requires knowledge of the *Employment Insurance Act* and the applicable Regulations, the *Canada Evidence Act* and the *Canadian Charter of Rights and Freedoms*. The work also requires knowledge of Commission programs, policies and organization, entitlement principles, case law and legal precedents. The BM must have knowledge of investigative principles and techniques, the *Criminal Code*, and the computer system to develop strategies and policies for planning and administering the investigation and control program in the region, assess program effectiveness and represent the Commission. The SP is similar to BM 14, as the work requires knowledge of the laws and regulations governing Conservation and Protection authorities and operations, including the *Fisheries Act*. The work also requires knowledge of federal and provincial laws and regulations, agreements, protocols and treaties that apply to joint enforcement activities, protocols and guidelines, particularly regarding firearms, special operations and Aboriginal fisheries enforcement, as well as fisheries agreements with First Nations. The BM must have knowledge of techniques and procedures to carry out enforcement, monitoring and verification activities as well as knowledge of the *Criminal Code*, national and regional enforcement policies and procedures, and the plans' conservation objectives in order to participate in the integrated fisheries management planning process, evaluate program effectiveness in the area and represent the Department in its dealings with fishers and First Nations.

General administration

> BM 14, Regional Manager, Investigation and Control, Degree 2, whose work requires knowledge of departmental personnel management policies and procedures insofar as they relate to human resources, including the resolution of union concerns, budget and material planning processes, and contracts. The SP ranks above BM 14, as the work requires a wider and more extensive range of knowledge. The work requires knowledge of laws, regulations and policies governing recruitment, staffing, training and labour relations. As such, the SP is the first level in the grievance procedure. The SP requires knowledge of financial management policies and procedures to develop and manage the budget for the area and approve/monitor expenses (travel, overtime, supplies, repairs, etc.). The SP is also responsible for investigating breaches of the Fishery Officer Code of Conduct. The SP must also have knowledge of the methods and techniques to ensure the maintenance of a wide variety of facilities, specialized equipment, vehicles and vessels, as well as firearms. General administration knowledge (breadth and depth) is greater and more complex for the SP than for the BM.

<BM 11, Chief, Verification and Collections, Hamilton District Office, Degree 4

The work requires knowledge of departmental financial practices and procedures to effectively manage a division within an allocated budget. Extensive knowledge of personnel management and departmental staffing policies and practices, as well as organization and classification principles is also required to make optimal use of human resources. The BM must have knowledge of the applicable collective agreements and dispute resolution methods and procedures. Knowledge of fire and health and safety regulations and procedures is required to ensure management of the Division, which comprises 130 employees from various occupational groups. The work requires sufficient knowledge of property and space management to maintain departmental assets. The SP is ranked lower, even though like the BM, the incumbent must be familiar with a comparable range of different laws and regulations and procedures regarding human resources, financial administration, contracts and equipment management. The difference is observed in the size of the organization (large number of employees) and the administrative offices to be managed, which are scattered across various locations. In addition, the application of administrative knowledge (breadth and depth) is considered more complex for the BM (management of 130 employees from various occupational groups) than for the SP, with a smaller regional office (on average 40 employees, but as few as 21 is possible). The BM's work requires knowledge of management principles and practices in order to organize the work of a large staff, whereas the SP has a smaller staff. For these reasons, the BM ranks above the SP in the application of general administration knowledge.

= BM 8, Chief, Passenger Terminal Operations, Vancouver International Airport, Degree 3

The work requires knowledge of management practices and techniques to support various personnel programs. Knowledge of grievance procedures is required to resolve issues usually pertaining to accommodation, health and safety or the application of collective agreements. The BM must have knowledge of financial management policies and procedures to manage a Cost Centre budget. The SP is considered similar to the BM as the work requires similar knowledge (breadth and depth), such as knowledge of laws, regulations, policies and procedures governing recruitment, staffing, training and labour relations. The position is the first level in the grievance process. The SP also requires knowledge of financial management policies and procedures to develop and manage the budget, allocate or reallocate budgets during the year, and approve and monitor expenses (travel, overtime, supplies, repairs, etc.). Much like the BM, the SP must ensure that facilities are maintained and conform to health and safety standards. The application of this knowledge is similar for an organization of equal size and comparable complexity.

Prise de décision // Decision Making	Degré/Degree C4	255 Points
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Scope

> BM 16, Supervisor, Employment Services, Degree B

Decisions are made in terms of organizing and overseeing the work of the unit. Judgement is required in resolving sensitive issues and disputes between clients and subordinates, in interpreting policies and guidelines, and in applying them to particular cases. Initiative and judgement are required in establishing and maintaining effective working relationships with regional employers and government agencies. Judgement is also required in assessing the effect of regional policies and making recommendations for changes to resolve employment problems. The SP ranks above BM 16. The SP must use judgement to prioritize enforcement for the area as a result of consultations, as well as to develop and implement strategic and operational plans, including adjustments during the season, to reflect changing priorities. The SP provides expertise, at the area level, to other DFO branches on issues related to compliance and development of integrated fisheries and habitat management plans. The SP must also use judgement when negotiating priorities and strategies for carrying out enforcement activities in order to meet priorities and ensure sustainable socio-economic benefits for Canadian fishers. The SP prepares recommendations to senior C&P managers at the regional and national levels to improve enforcement activities in relation to field operations, as well as the Dockside Monitoring Program and the At-Sea Observer Program.

< BM 4, Director, Compliance Division, Degree D

The work requires decisions to be made in accordance with the objectives established by the Assistant Deputy Minister, which requires developing and implementing a compliance program to investigate incidents involving violations of laws and regulations administered by the Department. Initiative and judgement must be exercised in applying remedial action to criminal activities, which involves program or policy changes and legislative amendments. Actions substantially affect existing policy, programs, budgetary operations and legislation in force. The SP ranks below BM 4, as the incumbent must use judgement to establish enforcement priorities for the area as a result of consultations. The SP must use judgement to develop and implement strategic and operational plans and to make adjustments during the season to account for changing priorities. The SP must exercise judgement and initiative when making enforcement decisions, such as seizing vessels, vehicles, equipment or fish catches and/or during criminal investigations. The measures taken affect the enforcement activities in the area that meet priorities and ensure sustainable socio-economic benefits for Canadian fishers.

= BM 6, Manager, Winnipeg District, Degree C

Decisions are made and advice is provided to facilitate compliance with legislation, regulations, directives and established practices of the Department and to implement the legislation of other federal departments. Initiative and judgement are required to effectively use resources and to resolve problems and complaints regarding the quality and level of service provided. Development of local policies or adaptation of regional and national policies is required to meet unforeseen circumstances and changing priorities. Studies must also be initiated to improve operational efficiency and effectiveness. The SP is similar to BM 6, as decisions are made and advice is provided to facilitate the implementation of laws and regulations relating to fisheries resources and habitat protection. The SP must use judgement and initiative to prioritize enforcement for the area as a result of consultations, and to develop and implement strategic and operational plans, including adjustments during the season to account for changing priorities. The SP prepares recommendations to senior C&P managers at the regional and national levels to

> BM 22, Collections Enforcement Supervisor, District Office, TAX, Degree C

The BM allocates work to staff within the unit and plans for peak intake periods. The work requires setting performance objectives, evaluating performance and recommending disciplinary actions where warranted. The BM must also report to the Chief on the unit's activities, results and staffing requirements, and propose solutions and viable alternatives. The SP ranks above BM 22, as the incumbent is responsible for planning, organizing and directing the activities of the C&P staff in a given area by ensuring that enforcement activities are consistent with national and regional policies and procedures. The SP manages staff, a budget and material resources assigned to the area. Staff supervision is delegated to subordinate supervisors. The SP is responsible for determining the (human, financial, material) resource needs of the area and making recommendations to senior management.

< BM 6, Manager, Winnipeg District, Degree E

The work involves providing input to the Regional Senior Management Committee in the form of fiscal and long-range planning. Operational policy and practices must also be developed or revised to resolve problems related to workload fluctuations. Human resource plans are designed for rotational employee development, emergency situations, safety and workload adjustments. Coordination is required with US officials, the industrial sector, other government departments and enforcement agencies for joint enforcement operations. The SP ranks below BM 6, as the incumbent is responsible for planning, organizing and directing the activities of the C&P staff in a given area by ensuring that enforcement activities are consistent with national and regional policies and procedures. The SP manages staff, through subordinate supervisors (C&P Supervisors), a budget and the material resources assigned to the area. The SP is responsible for determining the area's (human, financial, material) resource needs, making recommendations to senior management and coordinating joint enforcement activities with various agencies (RCMP, DND, EC).

= BM 14, Regional Manager, Investigation and Control, Degree D

The work involves managing the Investigation and Control program in the Alberta/NWT region. Responsibility is exercised through subordinate supervisors and through staff composed of officers and clerks. The work requires developing operational plans for the fiscal year and determining human, financial and material resource needs. The work also involves interpreting and enforcing national policies, assessing regional performance and recommending adjustments to staff deployment or training. The SP is similar to BM 14. The SP is responsible for planning, organizing, managing and directing the activities of C&P staff in a given area. This responsibility is exercised through subordinate supervisors (C&P Supervisors) and Fishery Officer staff (level of training, work and supervision). The work involves identifying the human, financial and material resources required for the area. The SP is also responsible for ensuring that enforcement activities are consistent with national and regional policies and procedures. The SP also provides recommendations on staff training and assignments.

Complexity and size of subordinate organization Degree 3

The subordinate organization is complex and includes an average of 40 employees, but is composed of a minimum of 21 employees.

Variety of activities – Subordinate staff participate in various activities, including: monitoring and enforcement services for the conservation and protection of fisheries resources and fish habitat; investigation services; public information and education; assistance to other enforcement agencies; presentation of advice to Crown Prosecutors; and training.

Multiplicity of programs or functions – Subordinate staff participate in various programs and perform a variety of functions, including: conducting compliance inspections; participating in investigation and enforcement activities; collecting evidence and information; conducting patrols; promoting the protection of fisheries resources and habitat; training and informing employees and the public; and assisting enforcement agencies.

Shift operations – The work of subordinate staff is performed in shifts depending on the areas targeted by monitoring measures, the monitoring method selected (airplane, vessel, helicopter, on foot, etc.) and the monitoring operations (24/7).

Fluctuating work force – The workload fluctuates according to seasonal requirements and the monitoring operations being conducted. Staff may also be assigned to another area or detachment depending on the time of year, based on needs (fishing seasons).

Geographical dispersion – The work of subordinate staff covers a large geographical area (area, detachment) and may, to some extent, be carried out in isolated locations.

Contacts //Contacts	Degré/Degree 3	110 Points
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> BM 28, District Licensing Administrator, Degree 2

The work requires contact with representatives of the fishing industry, fishers, fishermen's union representatives, the general public and provincial authorities to discuss and explain new licensing requirements and procedural changes in order to answer questions on licensing legislation, regulations and policies. The SP ranks above BM 28 because the work involves representing DFO as a spokesperson of the area's highest level for enforcement at public meetings, in dealings with MLAs and MPs, First Nations leaders, and industry and enforcement agency executives, and when speaking to the media on enforcement issues, the outcome of major enforcement operations, the introduction of new enforcement initiatives and sustainable fishing practices, enforcement initiatives with partners and communities, and enforcement protocols. In addition, the SP liaises with Federal Treaty Negotiation personnel, First Nations leaders and other DFO staff on issues related to the negotiation or implementation of treaties or treaty rights. The SP also prepares recommendations to C&P senior management at regional and national levels to improve enforcement activities based on field operations, while taking into account the socio-economic impacts on industry.

< BM 4, Director, Compliance Division, Degree 4

The work requires negotiating agreements with other law enforcement agencies, such as the RCMP, Ontario Provincial Police, US Border Patrol and US Department of Agriculture, in order to participate in investigations pertaining to violations of agricultural laws and regulations and to suppress illegal activities. The BM must also coordinate joint investigations and obtain commitments from major enforcement agencies. In addition, the BM must negotiate agreements with the RCMP and Canada Revenue Agency involving the sharing of information to enforce laws administered by Agriculture and Agri-Food Canada governing the export and interprovincial movement of agricultural products and animals. The SP ranks below BM 4 because negotiations are less comprehensive in scope and nature. The SP represents DFO as a spokesperson of the area's highest level for enforcement at meetings and in dealings with various partners on enforcement issues, the outcome of major enforcement operations, the introduction of new enforcement initiatives and sustainable fishing practices, enforcement initiatives with partners and communities, and enforcement protocols. The SP liaises with Federal Treaty Negotiation personnel, First Nations leaders and other DFO staff on issues related to the negotiation or implementation of treaties or treaty rights. The SP establishes and maintains relationships with other enforcement agencies in order to participate in joint activities and emergency response situations, in accordance with signed memoranda of understanding.

= BM 14, Regional Manager, Investigation and Control, Degree 3

The work requires close consultation and co-operation with law enforcement and security agencies to investigate and prosecute cases of abuse and fraud. Consultations are also held with officers of the court regarding the prosecution of individuals. The BM must negotiate and reach agreements with employers and employer associations on the acceptance and implementation of control programs. The work also requires providing advice and explanations with respect to the procedure and role of investigation and control in the prevention, deterrence and detection of abuse and fraud. The SP is similar to BM 14. The work involves representing DFO as spokesperson of the area's highest level for enforcement at meetings and in dealings with various partners on enforcement issues, the outcome of major enforcement operations, the introduction of enforcement initiatives with partners and communities, and enforcement protocols. The SP establishes and maintains relationships with other enforcement agencies in order to participate in joint activities and emergency response situations, in accordance with signed memoranda of understanding. The work involves explaining conservation and protection programs to fishers and various interest groups in addition to negotiating and approving enforcement protocols with First Nations.

Comparaison globale du travail // Whole Job Comparison

The SP is considered comparable to BM 14, Regional Manager, Investigation and Control, in terms of program and specialized/technical knowledge, decision-making (scope), operational responsibility (nature of responsibility) and contacts.

The BM must have good knowledge of policies, objectives and existing laws in order to manage the Investigation and Control program for the Alberta/NWT Region and to act as the senior regional authority for the program. The breadth of specialized knowledge of the BM is similar to the breadth of specialized knowledge required for the SP, as the SP must also be familiar with a range of laws and regulations governing Conservation and Protection operations and authorities

for a region. However, as for knowledge of general administration, the SP requires a higher degree since the application of administrative knowledge (breadth and depth) is considered more complex than for BM 14. The work requires knowledge of the laws, regulations and policies governing recruitment, staffing, training and labour relations and, as such, the SP is the first level in the grievance process. The SP requires knowledge of financial management policies and procedures to develop and manage the budget for its area and approve/monitor expenses (travel, overtime, supplies, repairs, etc.). The SP is also responsible for investigating breaches of the Fishery Officer Code of Conduct. The SP must also have knowledge of the methods and techniques to ensure the maintenance of a wide variety of facilities, specialized equipment, vehicles and vessels, as well as firearms. General administration knowledge (breadth and depth) is greater and more complex for the SP than for the BM.

With respect to decision-making, both the BM and the SP must demonstrate initiative and judgement in planning and implementing program activities for their area. However, the SP requires a higher degree in terms of impacts, as decisions affect the Department's image, influencing the degree of compliance with departmental laws and regulations. The decisions and actions taken affect industries, companies and organizations, individuals and/or communities and the Department's ability to fulfill its mandate. The recommendations made by the SP regarding the improvement of enforcement activities take into consideration the socio-economic impacts on the fishing industry. This is not the case for BM 14.

The BM requires a higher degree of operational responsibility (organization size and complexity) because managing a district office requires a higher degree of coordination than for the SP, which manages the Conservation Protection component for an area office.

Both positions are equivalent in terms of responsibilities regarding contacts because the work requires them to consult and reach agreements with various stakeholders.

Sommaire // Summary

Facteur/Factor	Degré/Degree	Points
Knowledge	D3	312
Decision-making	C4	255
Operational responsibility	D3	90
Contacts	3	110
TOTAL POINTS:		767

GROUP & LEVEL/GROUPE ET NIVEAU:

PM-06 (721-1000)

APPROUVÉ PAR/APPROVED BY:

Nancy Lalonde
Senior National Organization and Classification
Advisor, OCCOE, DFO

Date

5. NMWD 181, DECISION 21709
(NEW NMWD 37447, DECISION 59455)
CHIEF ENFORC/CHEF APPL. OPS – PM-06

Position 50201

Position 50959

Position 51449

Position 55376

Position 67839

WD – no Rationale



WORK DESCRIPTION

1725

CPE-0001

Chief, Enforcement Operations

Department/Agency:	Department of Fisheries and Oceans
Section:	Region
Division:	Conservation and Protection
Branch:	Fisheries Management
Geographic location:	
Security clearance	
Language requirements:	
Departmental use:	Decision 21709

Immediate supervisor:

Version: Draft	Date last updated: 2000-9-21
Classification:	
Effective Date of Decision:	
Model identifier:	

Client-Service Results

Regional direction and provision of advice on the Conservation and Protection Program's enforcement policies, plans and activities regarding fisheries and habitat management activities, harvesting plans, partnerships and co-management agreements, enforcement work plans, co-operative investigation, review and monitoring programs, sanctions and violations status, forensic investigations.

Regional direction and co-ordination of the air, observer, sea surveillance and dockside monitoring programs.

Key Activities

• **Manages, directs and co-ordinates the regional monitoring, control and surveillance programs, and the enforcement of all fisheries legislation applicable to domestic and foreign fishing activities inside, outside and along international boundaries of Canada's 200 mile economic zone. This is completed for conservation and protection of fisheries resources and their habitat, based on Canada's jurisdictional authorities and extensive and on-going consultations with regional and national enforcement personnel, other levels of government (regional, provincial and federal), other domestic and international enforcement agencies and the various client groups.**

- **Provides a regional focus and centre of expertise for internal and external clients, other government departments, the fishing industries and the general public on all matters pertaining to the regional activities of monitoring, control and surveillance programs, fish catch monitoring and reporting requirements, the development of new and alternative approaches and technologies, and the development and/or revision of conservation and protection policies and procedures that guide enforcement operations in the field. Develops and/or participates with NHQ and other regions in the development of international and national standards used by private sector contractors providing services to the Department.**
- **Provides policy direction and advice on the development and implementation of integrated coastal fisheries/habitat management plans, co-management arrangements for all regional fisheries, on the development of Conservation and Protection work plans, on the use of enforcement surveillance and monitoring systems and covert operations to other enforcement agencies or sectors within the Department, and to support departmental enforcement managers in the application and interpretation of operational policies and procedures, legal framework, authorities and/or jurisdictional .**
- **Maintains effective communication links with the Regional Director of Conservation and Protection, Area Managers, Area Chiefs, Regional Directors of Fisheries Management, other sectors and client groups providing advice and recommendations on enforcement priorities, and the feasibility of alternative approaches to the day to day delivery of monitoring, control and surveillance programs.**
- **Manages teams of specialists, subordinate staff and consultants in enforcement activities.**
- **Co-ordinates and/or undertakes investigations with respect to breaches of International, National and Regional operational policies and procedures by C&P staff, including providing recommendations of disciplinary actions.**
- **Conducts and directs major forensic investigations throughout the region and directs, develops and facilitates co-operative enforcement operations with domestic and international enforcement agencies.**
- **Leads, facilitates and deploys resources to provide assistance to or in direct response to crisis situations.**
- **Ensures the development and implementation of public client information awareness programs, represents DFO as the senior enforcement representative/spokesperson at public meetings, with Regional, Provincial and Federal elected officials and with the media on enforcement issues and to promote sustainable fish harvesting practices including the "Code of Conduct for Responsible Fishing", partnerships, and community policing initiatives and enforcement protocols.**
- **Develops and provides communications and education information programs.**
- **Maintains liaison with Legal Services and other sectors of the department to provide and receive information key to the effective and safe delivery of enforcement operations.**
- **Establishes and maintains close co-operative working relationships with managers from National,**

Regional management, client groups and other partners.

Employee's statement:

I have been given the opportunity to comment on this work description.

Employee's signature

Date

Supervisor's statement:

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

Authorization:

Manager's signature

Date

Work Characteristics

Responsibility

(1) Information for the Use of Others

Develops, analyses and directs the implementation of the conservation and protection components of the integrated fisheries/habitat management plans. This includes audits and reviews to evaluate the efficiency and viability of existing legal frameworks policies, procedures, national standards and practices, and reviews and assessments of the potential impact of new co-management partnership/agreement proposals with other departments and stakeholders to determine their sustainable effect on conservation and protection programs. This information will support management in the development and evaluation of options that will enhance integrated management planning and enforcement protocols, and effective program and service delivery mechanisms by senior management and staff.

Provides advice, input and recommendations and develops rationales for management and internal/external clients regarding new approaches to program delivery that creates an environment that

facilitates opportunities for change in the conservation and protection components of integrated fisheries/habitat management plans to ensure that all aspects of enforcement and the relevant rational program are efficient and understood by internal and external clients. This information is developed in work teams, advisory committees, internal and external consultations other sectors, the fishing industry, other levels of government that have shared stewardship in fisheries resources.

Develops regional /HQ operational plans for C&P programs and initiatives, develops national MOU's, identifies ambiguities and inconsistencies in program delivery, devises new approaches to deal with issues, and ensures adherence to government and departmental priorities to ensure the establishment of enforcement priorities and strategies. Develops and recommends contingency plans for a variety of potential acts of civil disobedience or environmental disasters. Examples (office take-over, demonstrations by fishers, oil spills, floods, etc.). This development is aimed at the decision making requirements of senior management and stakeholders and is based on extensive consultations with other Chiefs, departmental managers, representatives of the fishing industry, community associations, other government departments, key external stakeholders and other partners.

Distributes information and provides briefings to senior managers and staff concerning enforcement activities and program assessments regarding feasibility and risk to resources and staff involved in enforcement operations to senior management, other departmental organisations, external clients and partners involved in the fishing industries. They will use this information to ensure the safety of staff and achieve conservation objectives.

Provides expert advice to senior managers and enforcement staff of DFO and other enforcement agencies, during investigation of fisheries/habitat violations, apprehension of violators, the gathering and custody of evidence, the seizure and the disposition goods in order to ensure successful prosecution and safety of the officers. This advice is used by senior management and stakeholders in the development of integrated fisheries/habitat management plans, co-management agreements and in the planning and implementation of enforcement activities.

Develops national enforcement standards and training requirements, directives, operational policies and procedures to be used by and followed by departmental and contract staff of the department, staff of other government departments, and others with enforcement co-management agreements and the general public to ensure the consistency of enforcement operations, to minimise physical injury or psychological impact and promote, and adherence to C&P priorities. This duty is shared with the training unit.

Provides advisory and representational activities with regional and national headquarters senior management of the Conservation and Protection Program, other departmental sectors, and with external clients and partners to foster collaborative working relationships, promote the shared stewardship for the protection of the fisheries resources and fish habitat, and promote the Department's policies, priorities and positions regarding monitoring, control and surveillance program activities and gain their support for conservation and protection objectives.

Provides information/intelligence to enforcement agencies such as the Royal Canadian Mounted Police, Customs Canada, and the Department of National Defence and regional and provincial enforcement agencies. This information, provided in joint enforcement activities, planning sessions and through electronic transfer of data, will help harmonize program activities, share resources, and

conduct investigations, particularly to assist OGD's achieve their program objectives.

Develops an observer deployment plan, informs the contractor and the fishers of the percentages of coverage. Explains the program's priorities and objectives so that the parties involved or interested in developing an observer program are able to understand the terms, conditions and costs of deployment.

Implements accreditation standards for companies and at-sea observers using the ISO 9001 international classification and the Canadian model from the Canadian General Standards Board (CGSB). Explains the standards to observer companies so they can implement them consistent with contractual requirements.

Develops sampling protocols (e.g. small fish, and by-catch) and explains the application of these protocols to C&P staff, observers/observer contractors, dockside monitors and fisheries stakeholders in order to gather technical and biological data for monitoring fishing activities, assessing fish stocks, and detecting and reporting violations.

Prepares and/or reviews Requests for Proposals (RFP's) for contractual goods and services in support of enforcement program delivery. This information is used by interested companies to prepare bids. Evaluates bids submitted to PWGSC for selection of the winning bid.

Prepares regular activity reports on the outputs of enforcement activities. These reports provide information for future activities, are used to justify the resources utilised, and to provide information to other interested departments (DND, RCMP etc.) to assist in the delivery of their programs.

Drafts briefing notes, reports and communications strategies for senior management at regional and national headquarters regarding enforcement actions carried out. These are used by senior management, including the Minister, to make decisions and develop the appropriate response strategies.

Conducts assessments of enforcement plans and operations to identify critical situations in the process of actioning search warrants, surveillance and confrontation of offenders to ensure safety and health of enforcement officers and that all risks are identified and officers are alerted to evasive action to avoid injury.

Develops and provides communications and education information programs regarding the various operational activities of the conservation and protection programs to be used by senior management and clients in developing a thorough understanding of both legislative and policy tools used to benefit the industry, the relevant private sectors and the general public.

(2) Well-Being of Individuals

Assists in operations that ensure the health and safety of colleagues (buddy system) or individuals from other agencies while working on joint operations. This activity occurs, 5 to 6 times a year, as part of both operational planning and direct assistance in crisis situations, as they occur, to contribute to the health and safety of individuals

Plans repressive responses and special risky measures, taking into consideration that these actions may endanger the lives of fishery officers. Decisions and measures can also have a direct impact on the

health and safety of ships' crews.

(3) Leadership of Human Resources

Manages and directs the activities of a multi disciplinary team of staff officers, enforcement officers, specialists and contractors providing service in monitoring, control and surveillance, including air and at-sea activities, and provides functional direction to field staff and other participants. This includes establishing priorities, goals and schedules, evaluating performance, directing their activities through subordinate supervisors, ensuring appropriate deployment, and recommending and authorising training and counselling, conducting regular and random audits of operations to ensure consistency with policies and procedures, motivation, and investigating public complaints against staff and departmental activities, providing growth and deployment opportunities, and participating on selection boards for promotions of staff. Takes corrective action for activities of staff and colleagues that are inconsistent with the policies and procedures that guide the safe delivery of enforcement activities. Interaction occurs with corporate services in these situations

Leads working groups, establishes work plans, priorities, milestones and schedules, determines assignments, resources and skill requirements. Monitors performance against planned deliverables and adjusts or amends activities to meet new or unanticipated work demands and priorities. Provides direction and resolves problems and directs the documentation of reports and new initiatives.

Develops and authorises and or leads special operations which can have a direct impact on the personal safety of DFO personnel, clients and informants as well as being accountable for the care and safety of violators while in custody.

Provides senior level advisory and representational activities with regional and national headquarters senior management in the department, other departments, international agencies, external clients and partners to foster collaborative working relationships to promote government and departmental policies on conservation and protection including fair treatment of fishers, the sustainability of fisheries, marine mammal and fish stocks, and enhancement of fisheries/habitat resources.

Chairs, leads, and/or facilitates regional or national departmental committees, meetings, working groups and activities in the evaluation and development of policies, procedures and standards for enforcement operations such as enforcement data systems, code of conduct, firearms investigation teams, the development and implementation of enforcement plans, the identification of areas of concern and develop new innovative approaches and options to measure program effectiveness and efficiency, monitor performance and analyse results from the implementation of integrated fishery management and make changes to departmental policy objectives and priorities. Conducts extensive consultations with client groups and representatives of the Canadian fishing industries, community associations, partners, other stakeholders, and levels of government, regarding enforcement issues or departmental conservation goals. . Leads the process to achieve agreement and resolve differences on the issues from opposing interests.

Seeks opportunities to develop co-management partnerships with resource harvesters, community groups and other levels of government to augment and assist in the delivery of more effective enforcement programs. Assesses the feasibility and economic impacts of enforcement strategies,

involves and approaches in community policing, co-operative enforcement with industry and other agencies and other non-traditional enforcement approaches

Serves as a leader to instill the corporate vision and values. Promotes and maintains the morale of the work unit, ensures staff are treated in a fair and equitable manner and ensures a safe and healthy work environment. Provides information and/or training on occupational health and safety, and ensures employees receive the appropriate assistance in the event of personal problems e.g.. Employee Assistance Program, counseling by posttraumatic specialists in the event of traumatic incidents. This is an ongoing responsibility.

Directs and advises senior enforcement personnel on matters of health and safety, including developing and recommending work procedures that minimise physical injury or psychological impact on regional personnel, individuals from other agencies and the general public. This activity also requires the development of contingency plans for a variety of potential acts of civil disobedience or environmental disasters. Examples (office take-over, demonstrations by fishers, oil spills, floods, etc.).

Leads the conduct of enforcement audits, investigations, and covert operations, such as Dockside Monitoring Program (DMP), the Observer Program, and fish processing plant and buyer forensic audits.

Provides the requisite human resources (individual meetings, telephone calls, etc.) to provide post-traumatic follow-up during major suppressive activities.

Ensures that early conflict resolution is employed to resolve disputes between staff before they enter the formal grievance process and mediates management/employee disputes consistent with human resources legislation, regulations, human rights legislation and jurisprudence, and the terms and conditions of collective agreements.

Supports and motivates all enforcement staff by establishing effective internal communications networks and organising personal consultations as required.

(4) Money

Planning and Controlling

Manages and administers the Enforcement Operations Unit budget, recommending, developing, monitoring and committing resources, including contract resources and the expenditure of special budget allocations (e.g. forensic investigation and crisis situations) for the efficient operation of the unit, senior management information and planning purposes. Provides recommendations for allocating regional resources to respond to current and emerging program requirements.

Manages, Responsibility centre manager with full authority to commit or transfer funds and manage operational, salary and overtime budgets for the monitoring, control and surveillance programs such as at-sea observer, air surveillance, patrol vessel, and other regional programs to ensure effective and efficient enforcement activity results.

Prepares cost/benefit and market impact analysis of various options to deliver enforcement programs,

to provide justification for expenditures, recommendations on the financial implications of major enforcement operations, the allocation of regional and provides financial forecasting and quarterly reports. Has latitude to respond to unforeseen operational circumstances and shifts in priorities.

Negotiates and/or facilitates the development and implementation of contracts and co-management agreements associated with conservation and protection programs that are a part of the integrated fisheries/habitat management plans and monitors the expenditures against the terms and conditions of the cost sharing agreements.

Acquiring Funds:

Develops, coordinates and monitors cost sharing arrangements under co-management and has the latitude to enter into cost sharing co-operative enforcement agreements with external stakeholders and other government departments and agencies with shared stewardship and interests. Surveillance activities are shared with organisations such as, RCMP, DND, and provincial enforcement agencies.

Negotiates or facilitates the establishment of contracts and co-management agreements for conservation and protection programs to acquire and/or share funding from other government departments and agencies to augment program funding for enforcement operations/services. This includes the use of new and innovative methods such as shared projects, financial partnerships and soliciting resource assistance. The incumbent has the latitude to determine and negotiate these agreements/contracts within general guidelines.

Enters into contracts and approves the payment of professional services for the Observer Program and other monitoring, control and surveillance and seeks financial contributions from fishers to recover costs incurred by the Observer Program. Has the latitude to negotiate payment schedules and adjust schedules within established government guidelines.

Spending Funds:

Manages the expenditure of funds ensuring staff is negotiating the best available price with suppliers when purchasing goods and services for private sector contracts for aerial surveillance and the observer programs to ensure cost effectiveness, to ensure value received for the money spent by the department and funded by Canadian taxpayers and the fishing industry, and provide reports and justification of expenditures to partners.

Approves and monitors expenditures for travel, overtime, office supplies, minor capital, repairs to vehicles and vessels and other operational requirements within allocated budgets.

Spends funds for travel and accommodations to attend meetings/conferences at the regional, national and international levels.

Uses government credit cards and travellers' cheques when in travel status, in accordance with the Travel Directive.

(5) Physical Assets and Products

Ensures the secure custody and condition of evidence and seized goods (which must be securely stored and maintained in the condition in which they were seized) gathered during investigations and associated with an offence for legal continuity reasons when leading special and covert enforcement (participation is 5 to 6 times a year). This evidence is used in Court proceedings and is time-sensitive, cannot be replaced and is highly confidential until dealt with by the Courts.

Operates, maintains and cares for vehicle, personal issue defensive weapons including side-arms, pepper spray, baton and soft body armour, specialised DFO encrypted radios, cellular phones and computer equipment used in performance of duties. These items can be replaced but replacement of specialised equipment and vehicles can be very costly and cannot be replaced in a timely manner. Some items such as defensive weapons are classified as restricted or prohibited under the Criminal code of Canada and loss would have serious implications.

Operates, maintains and cares for a personal computer and software for use at the regional headquarters. These can be replaced through a departmental supplier in a few days but can be costly.

Maintains software and hard copy files of highly confidential information regarding the Department, C&P, other enforcement agencies and industry clients. This data contains information that includes classified "Secret" and "law enforcement sensitive" information which could seriously compromise officer/informant safety, and the integrity/security of the national and regional enforcement operations of DFO and other enforcement agencies. Also maintains electronic and hard copy files that include information such as policy development and fishery management reference material for planning and program implementation purposes. The above information as well as information maintained on industry is protected under the Privacy Act. These assets would be hard to if impossible to replace.

Ensures the care and maintenance of cellular telephone, overhead projector, audio-visual equipment, etc., while in the custody of the incumbent for use when conducting presentations and briefings at meetings, seminars, conferences, public meetings, etc..

Ensures the protection and security of systems such as the At-sea Observer program and electronic fishing vessel monitoring which provide confidential fishing vessel trip information. Information contained in original observer reports cannot be replaced. The inadvertent release or loss of this information may compromise the fisher's livelihood.

(6) Ensuring Compliance

Monitors compliance with regional procedures for the use and handling of information retrieved from the various operational support systems used by enforcement personnel, such as Observe Record Report (ORR) system and Canadian Police Information Centre (CPIC) systems. The first is used by the public to report illegal acts and facilitate the response of enforcement personnel, and the second is used to ensure effective program delivery and officer safety.

Ensures compliance of fishers, user groups and protesters with the Fisheries Act and Regulations in domestic and international waters (i.e. outside the 200-mile limit) during routine, special enforcement operations, and crises. Evaluates the situation, to determine the appropriate enforcement action (including issuing warnings, seizure of goods, pursuit of prosecution) or to disengage the situation

given the risks to health and safety of the officers or individuals involved. Non compliance could jeopardize conservation and sustainability of fish or fish habitat resources and lead to prosecution of the violator. This is not a shared responsibility but involves consultation with senior management depending on several factors including severity of offence, resources available, health and safety and political and socio-economic considerations.

Ensures compliance by enforcement staff with operational plans, contingency plans and procedures/policies during routine and special enforcement operations. Non performance by enforcement staff may result in disciplinary action by the department and civil action taken against the enforcement staff. This could lead to a lack of confidence in the accountability and credibility of the Department.

Ensures compliance of enforcement staff with the powers prescribed for a Peace Officer under the Criminal Code of Canada when carrying out duties pursuant to the Fisheries Act, and in conjunction with the powers prescribed for a Fishery Officer under the Fisheries Act. Non compliance by enforcement staff may result in disciplinary action by the department and/or criminal/civil action taken against the enforcement staff. This could lead to a lack of confidence in the accountability and credibility of the Department.

Performs checks to ensure quality control of contract work (e.g. at-sea observers) and that the deliverables meet the terms of the contracts negotiated with the company. The incumbent has the authority to require contractors to take the requisite measures in case of non-compliance.

Ensures the compliance of staff to the procedures and policies for the protection, custody and continuity of documented evidence and seized goods (which must be securely stored and maintained in the condition in which they were seized) gathered during investigations. This evidence is used in Court proceedings and is time-sensitive, cannot be replaced and is highly confidential until dealt with by the Courts.

Verifies the accuracy and validity of information/evidence regarding illegal activities gathered through enforcement operations will receive approvals of search and arrest warrants, to lay informations, to issue summons to individuals charged with an offence, and to proceed with charges under the various fisheries related Acts and Regulations.

Ensures the compliance of staff to the guidelines, policies and procedures governing the protection and security of confidential fishing vessel trip information as reported by various means such as the At-sea Observer program and electronic fishing vessel monitoring and the protection and custody of highly confidential enforcement operational plans to be applied to maintain the integrity of the various integrated fisheries management plans and the various enforcement strategic plans. Information contained in original observer reports cannot be replaced. The inadvertent release or loss of this information may compromise the department and/or the fisher's livelihood.

Ensures the compliance of staff to the procedures and policies for the protection of highly confidential covert operations such as the acquisition of information on suspected illegal activities from known sources and reliable informants to assist in the apprehension of offenders. The impact of non-compliance could endanger the life and well being of undercover operatives and informants and compromise the operation.

Ensures that staff uses, properly maintains and secures specialised equipment, vessels and other enforcement related in accordance with government policies and procedures.

Ensures the funds received by staff as a result of seizures or enforcement actions are handled consistent with departmental policies and procedures.

Skills

(7) Job Content Knowledge

MANAGEMENT

Knowledge of the theories and principles of human resources, financial and administrative management to manage the budget, recruitment, staffing and training of subordinate staff and the day-to-day activities of the responsibility centre.

Knowledge of theories and principles of supervision, training and coaching techniques, practices and methods for the proper direction, supervision of subordinate personnel and administration of their operational, developmental and training requirements.

Knowledge of techniques and practices involved in the planning process and resource allocation processes to provide effective input and advice from an enforcement perspective in the development of integrated fishery/habitat management plans.

Knowledge of mediation and conflict resolution techniques, strategies and theory to resolve conflicts and disputes that arise with or between staff of the program, with other sectors, OGD and/or other levels of government.

Knowledge of the methods, techniques and practices of teaming principles of networking to lead and chair productive committees, working groups, work teams, seminars and conferences, to maximize the contributions of individual members and to achieve synergy and balance between the team. This knowledge is used to develop new methods for fisheries surveillance processes, and to develop co-management agreements.

REGULATORY LAW ENFORCEMENT

Knowledge of the principles, methods, procedures for searches, seizures, infractions, confiscation and arrest is required, for safely conducting overt, covert and forensic enforcement activities, for legal documents and requirements associated with criminal and civil law and how the rules of evidence apply to enforcement activities when gathering the necessary evidence and legal samples. This knowledge is required to develop new innovative approaches to the delivery of enforcement programs, improve effectiveness, to support fishery officers in investigations and in handling legal cases, to establish a strong case for prosecution and to ensure evidence will withstand the scrutiny of the court.

Knowledge of the policies, principles and techniques for the Use of Force, for the care and use of firearms, batons, pepper spray, and arrest and control (self-defence). Use of Force includes maintaining physical control of uncooperative and combative individuals who are resisting arrest or threatening the incumbent or others with grievous bodily harm, up to and including the application of lethal force.

Knowledge of statistical methods and theories to interpret and summarise data collected on fishing /habitat related activities to produce a variety of detailed reports for senior management to determine enforcement priorities.

NEGOTIATION/COMMUNICATION

Knowledge of consultation, presentation and negotiating methods and techniques to lead, inform, persuade or influence and obtain consensus among a diverse group of fishing sectors, organisations and stakeholders, to resolve conflicts among stakeholders, to accept fishery enforcement strategies, to prevent excessive media attention, and/or to develop educational and public awareness presentations to gain increased compliance with conservation and protection programs and objectives.

Knowledge of the methods, techniques and practices involved in developing and writing reports, policies, standards and proposals, conducting performance measurement and in developing models.

Knowledge of negotiation and mediation techniques to resolve conflicts and disputes with or between staff as well as disputes between fish harvesters.

Knowledge of methods and techniques for interaction and responses with media and presentation techniques to gain a positive and favourable departmental image with the general public.

Knowledge of communications and networking methods and techniques to establish and maintain a network of relationships with stakeholders and internal and external clients and to obtain their views and co-operation with the department's conservation and protection programs.

SOCIO-ECONOMICS

Knowledge of economic development theories and principles in order to identify the economic and market impact and implications of enforcement programs on the fishing industry and the private sector.

Knowledge of fish and marine mammals biology/habitat, scientific fish stock assessment methodologies, to be able to understand the conservation objectives of fisheries and habitat management plans to communicate the information to user groups, the general public, the judiciary and other departmental clients.

Knowledge of the various fishing business practices including the techniques and apparatus used by the various resource harvesters to be able to assess the likely effectiveness, practicality and enforceability of proposed management measures such as changes to license processes, mesh size, species prohibitions or gear modifications and to be able to conduct informed forensic investigations.

IT

Knowledge of electronic data entry, manipulation and retrieval techniques and the methods for using a variety of automated systems for investigation and report writing, word processing and data

management.

(8) Contextual Knowledge

WORK UNIT:

Knowledge of the mandate structure, policies and procedures of the Operations division in the region, and of the region itself, in order to conduct the day to day activities and to focus on, planning and implementing new roles, initiatives, approaches and processes in fishery management plans, on new processes for encouraging and initiating a shared stewardship in resource management and on the enforcement of the department's top priority, the conservation of estuarine, coastal and marine resources and habitat.

Knowledge of personal roles, responsibilities and the reporting structures of the work unit and the relationship with other departmental sectors working in similar conservation and protection program activities.

Knowledge of enforcement policies, guidelines, enforcement protocols, fish/habitat management plans, health and safety policies and procedures, changing enforcement activities and how these effect program delivery.

DEPARTMENT:

Knowledge of the departmental mandate, the departmental goals, objectives, organisational structure, accountability structure and operating policies of DFO, and its overall conservation and protection philosophy, and the various roles and responsibilities of each division and sector at the Regional and National levels and the impact on enforcement priorities associated with fisheries and fish habitat conservation and protection. This knowledge is used in the analysis and development of integrated fisheries/habitat management plans.

Knowledge of Departmental policies and protocol frameworks governing the operations and activities of the National Conservation and Protection Program Standards and Human Resource activities. This knowledge is used in the management of human resources.

Knowledge of departmental and federal government's priorities concerning conservation and protection program activities including increased client consultation, co-management, self-regulation, sustainable development policy, application of the various sections of the Oceans Act including establishment and management of marine protected areas, move towards decreased hands-on activity and enhanced co-operation and attitudinal change in the resource industries. This knowledge is used in the analysis and development of integrated fisheries/habitat management plans.

Knowledge of the departmental sectors, organisation, contacts and services provided at regional and national levels to secure information and materials relevant to conservation and protection and fisheries management activities and to solicit services and information for integrated fisheries management activities. Examples of services and information requirements include scientific research, economics, enforcement, legal services, policy planning, international affairs, human resources, finance, communications, etc.

Knowledge of internal policies and procedures in Corporate services to assist in resolving questions regarding pay and benefits, expenses, travel procedures, equipment and facilities requisitions, training, leave, and collective agreements.

Knowledge of National and Regional enforcement policies, procedures, guidelines and protocols such as firearms, armed boarding, special operations, aboriginal fisheries enforcement, and international boundary enforcement, the range of enforcement options available to conservation and protection law enforcement personnel to be used when selecting the appropriate enforcement response given the circumstances how these influence nature and scope of enforcement activities.

Knowledge of the Department's positions and policies on fisheries, the strategy for various fisheries practised in the territory, regional fishery management plans and those produced jointly by the regions. This knowledge is used in the analysis and development of integrated fisheries/habitat management plans.

Knowledge of the Fisheries Management Branch, interactions with other branches (specifically the Coast Guard) and services is required to provide effective support for the Unit's program activities.

Knowledge of electronic data entry, manipulation and retrieval techniques, and the methods for using a variety of automated systems for investigation and report writing, word processing and data management, to enter and retrieve statistical information, management plans, investigative reports, cost-benefit analyses, market impact data, policy and standards development and referrals, work plans and co-management agreements. This also includes specialised software programs that are designed for the exclusive use of Conservation and Protection personnel such as the Departmental Violations System (DVS) and the Fishery Enforcement Activity Tracking System (FEATS).

OTHER FEDERAL DEPARTMENTS AND AGENCIES:

Knowledge is required of major programs and responsibilities, processes and activities of other partners in the federal, provincial and municipal jurisdictions involved in related activities of the department. This knowledge is necessary to ensure co-operation of these jurisdictions, prevent overlap in activities, negotiate services and levels of resourcing. These include such jurisdictions as the Department of Justice, the Department of Indian and Northern Affairs, Revenue Canada, Canadian Food Inspection Agency, Provincial Departments of Fisheries, Provincial Departments of Natural Resources, Environment Canada, Atlantic Canada Opportunities Agency, etc.

Knowledge of the methods, techniques and processes in developing Memoranda of Understanding and working relationships with other federal government departments/agencies including the RCMP, Department of National Defence, Customs Canada, Transport Canada, Foreign Affairs and International Trade, etc

CANADIAN PRIVATE AND OTHER PUBLIC SECTORS:

Knowledge of the protocols involving breaches of Canadian sovereignty to be used when pursuing and arresting foreign vessels in Canadian and International waters.

Thorough knowledge of regional and international fishing and processing industry, the various

Commercial and recreational fishing and shellfish stocks and other marine resources, environmental and ecological parameters affecting these resources, the fishing industry participants including individual fishers' representatives, fishing and processing companies, fishing and processing organisations, Aboriginal fisheries representatives, special interest and conservation groups and media representatives reporting on fisheries matters. This knowledge is present/inherent in all activities associated with monitoring, control and surveillance activities.

Detailed knowledge of the domestic and foreign fishing sectors such as fisher organisations, processor organisations, Communal fisheries groups, academic and private sector research institutes, international organisations, to ensure cooperation, share information, implement best practices and similar legislative requirements and to ensure compliance with established objectives and policies.

Knowledge of the organisational structure, representatives and key spokespersons or local and regional fisher groups, processing industry organisations, unions, fishing communities, and environmental groups who can influence and promote compliance with fisheries legislation.

Knowledge of multi cultural groups, treaty rights, supreme court rulings, cultural, societal and ceremonial activities of Native Communities, to design and implement effective projects and programs for Native fisheries and ensure Native rights are recognised in management and enforcement operations.

Knowledge of academic institutions and contacts specialising in information technology and the conduct of litigation related to enforcement operations to develop new and innovative methods and techniques for conservation and protection of estuarine, coastal and marine resources and habitat, and/or specialising in the field of fisheries, oceanography, and related fields to acquire up-to-date technology, expertise and assistance in applying new or revised enforcement strategies, monitoring, control and surveillance techniques.

Knowledge of how government legislation and policy, as well as political and socio-economic factors, affects the ability of the fish harvesters and corporations to be profitable to be able to diffuse or avoid confrontations when dealing angry fish harvesters, the various advocacy groups at committee meetings, on the wharf or at sea.

Knowledge of the role and responsibilities of third party contractors and companies who are involved in the Dockside Monitoring and Observer, Charter Patrol Vessel programs, aerial surveillance patrol operations is required to co-ordinate at-sea surveillance activities and to support monitoring and compliance activities and the role of Conservation and Protection in monitoring and auditing these programs.

Knowledge of technical methods and new technologies such as communications systems and satellite monitoring to improve surveillance operations and reduce costs.

INTERNATIONAL:

Knowledge of international protocols, the mandate of foreign law enforcement organisations in areas where joint international patrols and enforcement activities are carried out, such as the North Atlantic Fisheries Organisation regulatory area, the Canada /United States boundary and impacts on the

delivery of the monitoring, controls and surveillance programs.

Knowledge is required of international organisations involved in policy and jurisdictional initiatives related to the mandate of the department to ensure that the international perspective is considered within the conservation and protection framework of the department. This knowledge is also required to ensure that international bodies take into consideration the Canadian perspective. Some examples of interaction with international bodies are the National Marine Fisheries Service, U. S. Department of Commerce, U. S. Coast Guard and U. S. Secretary of State.

Knowledge of the global economies and implications of foreign trade including tariff barriers and currency exchange for countries fishing in Canadian waters and importing Canadian fish products, especially the Asian and European markets, and the United States, to assess impacts of various fishing and marketing operations and economic returns for the various integrated management plans and potential for co-management partnerships and cost-sharing agreements. The Northern shrimp fishery exemplifies potential for international overlaps in fishing and marketing activities.

LEGISLATION AND REGULATIONS:

Knowledge of the legislation, regulations and related policies and rules governed by the Fisheries Act and Regulations, Oceans Act, Coastal Fisheries Protection Act and Regulations, Navigable Waters Protection Act, Geographical Coordinates Act, United Nations Conventions, Department of Justice Act, Access and Privacy Act, Courts of Justice Act, Human Rights Act, Canadian Charter of Rights and Freedoms, Financial Administration Act, Staff relations Act, Canada Evidence Act, Canada Shipping Act, Transportation of Dangerous Goods, Act, Interpretation Act, Department of Fisheries and Oceans Act, the Criminal Code of Canada, the Young Offenders Act, Statutory Instruments Act, the Fishery (General) Regulations, Coastal Fisheries Protection Regulations, Aboriginal Communal Fishing Licenses Regulations, Marine Mammals Act, Foreign Vessel Fishing Regulations, Fisheries Inspection Act, Fish Health Protection Regulations, Territorial Sea and Fishing Zones Act, Statutory Amendments Act, the Indian Act, Migratory Birds Convention Act, International Agreements and Conventions, etc., and all applicable provincial legislation, to manage all aspects of the enforcement program, including developing legal components of conservation and protection programs, management plans and operational plans, covering legal instruments and the application of appropriate legislation to the various segments of fishing and fish stock protection and regulatory enforcement activities.

Knowledge of the Public Service Staff Relations Act, the Public Service Employment Act and the public service regulations, the conditions of Collective Agreements, Master Agreement, and the departmental grievance, appeal disciplinary processes, case law/precedents in order to effectively deliver managerial responsibilities.

(9) Communication

Communication In:

Reading skills are required to review and analyse departmental and other Federal government and agency directives, policies and procedures, enforcement strategies, regulations, court decisions,

co-management agreements, international agreements, scientific information, results of investigations, the positions of internal and external client in order to reflect their concerns in the development of enforcement plans and in order to assess their relevancy and potential impact on program delivery.

Good listening skills are required when consulting client groups and other key external stakeholders to identify and establish enforcement issues. These sessions are often emotionally and exchanges of information usually include many individuals all attempting to talk at the same time. It is necessary to pay close attention to not miss the key focus of the concerns so that an appropriate response can be formulated and the Department's objectives achieved.

Good listening skills are required when leading the response to large scale crisis situations or assisting in enforcement operations as these situations are always very dynamic and can change with little or no notice and include confrontations with individuals or groups of individuals.

Listening skill and ability to interpret body language are required to evaluate audiences and situations at meetings to perceive non-verbal reactions, to understand the real meaning behind positions put forth or questions posed by audience members in order to adjust presentation methods or style and to formulate effective communication strategies. This ensures responses will be formulated in an acceptable manner in addressing persons who do not fully understand the implications of complex enforcement and conservation issues.

Reading skills are required to interpret and understand industry and external client interests, motives and reasoning behind specific requests for information, in order to formulate responses to Ministerial Inquiries and ATIP requests. This involves interpreting and understanding complex legislation and legal terminology, technical reports, policy documents, and stakeholders' reports.

Reading and interpretation skills are required to analyse the data collected from data systems such as Fishery Officer Enforcement Activity Tracking Systems (FEATS) and the Departmental Violators system (DVS) to determine the most cost-effective approach to enforcement issues and the allocation of resources.

Good listening skills are required to interpret and clearly understand staff relations concerns and to take corrective measure in early conflict resolution.

Communication Out:

Verbal skills are required to explain complex management issues and new innovative ideas in simple easily understood terms to build and cement partnerships with regional and national senior management, external clients and partners, Aboriginal Groups, commercial and recreational fishing industry representatives, community-policing groups, environmental groups, and other government departments and other levels of government to gain their support and assistance in the delivery of the monitoring, control and surveillance program.

Verbal skills are required to represent the program/department at industry and public meetings, information sessions, with the media and with municipal, regional, provincial and federal elected officials to solicit and provide information at meetings with key external partners, multi-lateral law enforcement agencies and other stakeholders, to access and exchange intelligence information, to

en factuel information is presented and questions answered in a fashion that favours the department's image and actions, and to explain and promote acceptance and compliance with the regulations supporting fisheries and habitat management plans, to promote the objectives of the enforcement program, and in order to improve co-operation between parties, improve the monitoring of enforcement issues and to measure program effectiveness. Verbal communication skills are required when addressing the media to ensure factual information is presented and questions answered in a fashion that favours the department's image and actions. There is a frequent requirement to act as the department's spokesperson on relevant enforcement operational issues.

Verbal skills involving diplomacy, tact and discretion are required to represent the Department in sensitive enforcement i.e. international enforcement incidents to contain the situation, and to cultivate and maintain positive and collaborative stakeholder and community relations, often in contentious situations, and ensure that public education and consultation efforts reflect the cultural and political sensitivities.

Verbal skills are required to conduct extensive proactive consultations to negotiate priorities and strategies for the delivery of enforcement activities, which will meet the Government's, and departmental current and evolving priorities.

Verbal skills are required to make presentations to senior management, responding to questions posed by management, defending program enforcement priorities and strategies, and convincing them that the approaches being taken or recommended are safe and the most cost effective for program delivery.

Verbal skills are required to provide clear and concise testimony in court often under intensive cross examination by defence counsel who are trying to attack the credibility of the evidence and incumbent.

Verbal skills are required to clearly explain to fishers the rationale and requirements of license conditions including Observer Program deployment.

Writing skills are required to prepare briefing notes and reports regarding C&P program activities for the use of senior management at Regional and National levels, the Deputy Minister and Minister, to develop policy, procedural, and service delivery frameworks for the management of the region's conservation and protection program, in order to, develop strategic operational plans, to draft policy proposals and recommendations regarding changes to policies and procedures, to respond to complaints and enquiries from various clients, stakeholders and other interest groups regarding program effectiveness, and to develop public education/information materials to promote and build support for the region's enforcement program objectives.

Verbal and writing skills are required to communicate with departmental and external clients/stakeholders, often in highly sensitive situations, and adapt the Department's message to the needs of each audience, to cultivate and maintain positive and collaborative community relations, and ensure that public education and consultation efforts reflect the cultural, economic and political sensitivities. In such circumstances there is a need for carefully and precisely worded speech or written material that addresses the concerns raised in such a way as to avoid confrontation and to encourage support for C&P policies and program objectives while providing some resolution of the concern.

Verbal and writing skills are required to convey to fishery officers and observers specific, detailed

information on the understanding and interpretation of departmental directives on enforcement and regulations.

Creative writing skills are required to develop complex multi-media presentations, graphical support documentation and other visually effective aids/media and verbal and presentation skills are required to deliver these products to a variety of audiences, including the department, OGD's, client groups, stakeholders, the media and the general public.

(10) Motor and Sensory Skills

Dexterity is required when leading and assisting in a response to a large scale crisis providing on the scene management and support to staff, building morale and confidence in enforcement staff field on patrols, surveillance and enforcement activities. There is a requirement for equilibrium, physical strength and co-ordination for embarking and disembarking vessels, planes and land vehicles while carrying heavy equipment (5-6 times yearly).

Dexterity and hand-eye coordination are required in the handling of firearms and other weapons when conducting training audits, participating in enforcement activities and completing proficiency tests (10 days per year).

Dexterity and co-ordination skills are required to occasionally operate a vehicle when involved in enforcement activities and emergency situations (5-6 times yearly), and on a regular basis when driving to regional locations to attend meetings and to conduct studies and projects.

Dexterity and co-ordination skills are required to operate a computer keyboard and mouse to search, retrieve and sort information from information bases and to keyboard documents and electronic mail. The requirement for proficiency, precision and timing in carrying out these activities is not imposed by others and is under the control of the Incumbent. (40 % of the time).

Effort

(11) Intellectual Effort

Intellectual effort is required to analyse and review reports, to assess the feasibility, economic and market impact of new proposals and co-management agreements, develop and evaluate new initiatives and alternative approaches to enforcement program delivery mechanisms, to perform cost-benefit analyses on various options and economic impact analyses on the industry to determine the most appropriate approach and for preparing implementation plans. with OGD's and other levels of government, stakeholders, industry representatives, and community groups. The complexity of a large number of participants and the combination of domestic and international aspects of the operations increases the level of difficulty.

Intellectual effort is required to evaluate national policies, standards, processes, systems and operational enforcement procedures and to analyse these against the integrated fisheries management plans to determine areas of concern, assess regional requirements, to identify and prioritise requirements, to assess the value-added nature of activities and initiatives through constructive critiques, and to develop and/or revise policies and procedures to adapt to changing practices, business interests and mandates, and to ensure the safe execution of enforcement activities. The task is made more difficult due to the need, extrapolate complex information from a vast variety of sources with vested interests, including reports and data, and incorporate this information in a consistent and accurate set of policies and procedures while working in an environment of conflicting and shifting priorities, and is made more difficult with an ever-growing workload and severe budget constraints.

Intellectual effort is required to define the consultative and administrative process and establish extensive consultation developing strategies in order to establish solid ground for negotiations on joint ventures, enforcement plans and agreements, new programs and initiatives, develop the objectives, the departmental position and agenda for meetings with Regional management sectors, representatives of the fishing industry, Aboriginal Bands, communities, local governments, international organisations, OGD's, other levels of government, and other organisations to fully and effectively provide input into the development of and to implement the integrated fisheries/habitat management planning processes and co-management agreements. This includes the negotiation of agreements, the monitoring of implementation and evaluating effectiveness to meet objectives. Intellectual effort is required to guide a proactive consultation process. This task is complicated and made more difficult by strained relations with fishing communities as government is moving to increase cost-recovery by the department and to significantly reduce fishing capacity at the same time as the industry and fishing communities are struggling to maintain their economic viability.

Intellectual effort is required to lead and direct project teams involved in the identification and strategic analysis of emerging trends, seeking new approaches, making strategic shifts or adjustments in enforcement priorities, testing and adapting new technologies to develop solutions to major enforcement issues and problems and to develop new concepts and initiatives to change the direction in program development and implementation. Difficulty arises due to the various situations in plans and enforcement/surveillance activities for managing the various fish and marine mammal stocks, and as a result many different enforcement approaches must be developed and applied to control and protect these resources.

Intellectual effort is required to research operational issues, identify problems, evaluate concepts, methodologies, procedures and models used by industry, to analyse and evaluate the experiences with domestic and foreign enforcement organisations and develop concepts and methods to resolve problems that will be acceptable to all parties and feasible to implement. This includes the need to promote further development and implementation of national standards and directives to enhance the department's service delivery and public image. The difficulty is high due to number of parties and complexity and diversity of domestic and/or international concerns.

Intellectual effort is required to assess the level of satisfaction of industry/client groups with regard to fisheries and habitat policies and/or program matters in order to develop and maintain an effective and timely communications strategy with resource users, environmental groups, media and elected officials. This effort is made more difficult due to the fact that they often react negatively towards the

Department's policies and actions and the incumbent must try to project a positive image of the Department in spite of the adverse climate.

Intellectual effort is required when determining and recommending the appropriate course of action in the event where staff has breached policies and procedures. Each of these situations is different and requires complex effort when planning and conducting comprehensive investigations as the individual's career/future may be in jeopardy and personal, family, community and professional relationships can be negatively impacted.

Intellectual effort is required in dealing with community concerns when the department's image has been compromised or tarnished by some action by an employee and/or changes in departmental policy. This requires an effort to address the situation and rebuild the department's credibility with the public and industry. This is made more difficult by the complexities involved in rebuilding relationships and restoring public confidence, once trust has been lost. This situation is aggravated when some of the actions may have negatively impacted the economic and social well being of communities and fishers.

Intellectual effort is required to analyse and assess the impacts of changing fishing activities and patterns, weather and sea conditions, and dynamic fisheries management measures such as closures, level of surveillance coverage, compliance with regulations, etc. Effort is required when determining the appropriate monitoring, control and surveillance response and the nature of the deployment strategies that often includes selecting private sector contractors to deliver key components which means conducting comprehensive and complex evaluations and making decisions on. These contracts involve a significant proportion of C&P resources and must be carefully assessed to ensure cost effective program delivery. This is made more difficult by the ever-increasing and changing demands by the public and the inadequacy of resources to effectively respond.

Intellectual effort is required to analyse and evaluate proposals from other government departments and the private sector for new surveillance systems with complex technologies such as Remote Electronic Sensing Devices, and to test these technologies and provide comments and expert advice. The requirement for dealing with complex and quickly changing technology increases the level of difficulty.

Intellectual effort is required when leading and or co-ordinating the response to "large scale crisis". The incumbent must be able to quickly analyse and interpret situations to determine the most appropriate course of action, in light of changing and very dynamic circumstances, while having due regard for the health and safety of staff, fishers and the general public. This is made more difficult because there are constant disruptions and distractions by staff providing updated information, constant phone calls from senior managers and or the media all wanting status reports or having to deal face to face with confrontational situations. Some of these situations can last for days requiring round the clock negotiations and as such intellectual effort can be impaired due to sleep deprivation and/or the escalation of tensions.

Intellectual effort is required when responding to complaints to assess the nature and profile of the complaints from internal and external sources to determine the appropriate response. Complaints are wide ranging so a variety of considerations, factors and variables have to be taken into account. Each complaint is specific, must be handled individually, and a response is often required within a very short timeframe. The variables that must be considered add to the complexity of the effort.

(12) Sustained Attention

Sustained attention is required when leading or participating in a response to law enforcement or crisis situations, where the incumbent must quickly analyse the circumstances and information coming from a variety of sources in order to respond appropriately. The fluid and urgent nature of these situations, and the requirement for spontaneous and simultaneous actions makes the sustained concentration extremely difficult. Lack of concentration could result in injuries or the loss of life. This occurs on an occasional basis and the frequency cannot be anticipated.

Sustained attention is required when chairing or participating in lengthy (average of 2-4 hours daily) often emotionally charged integrated fisheries/habitat planning sessions, public consultations, technical and ad hoc meetings, staff meetings and telephone conference calls requires sustained auditory and visual attention to maintain the focus of the meeting, to capture accurately the issues and respond appropriately. This is made more difficult with people speaking simultaneously, cultural diversities, the variety of issues and diverse perspectives, and moment of inattention could lead to misinterpretation of the facts resulting in flawed actions or decisions.

Sustained attention is required when preparing and presenting proposals on operational enforcement plans, preparing presentations, preparing news releases and for interviews with the news media, preparing briefing material, and seeking timely instructions from senior management at national and regional levels. Attention is also required in analysing a variety of complex legislative and regulatory documents, operational plans and demands from stakeholders for information and advice. It is imperative that specific attention is directed to these processes as any errors could have serious implications for the department and for the industry as well. This is made more difficult as the result of conflicting priorities, constantly changing deadlines, heavy workload situations, and distractions, including telephone calls, interruptions and enquiries by senior management, staff and/or visitors. This work represents an ongoing effort.

Sustained attention is required when reading, interpreting and analysing lengthy reports, writing and proof reading correspondence such as letters and briefing notes in response to information requests from senior management and the Minister's Office. . This is made more difficult as the result of conflicting priorities, constantly changing deadlines, heavy workload situations, and distractions, including telephone calls, interruptions and enquiries by senior management, staff and/or visitors. Inaccurate and/or incomplete replies can cause embarrassment to and criticism of the incumbent, the program and the Department.

Sustained attention is required when, preparing for Court cases, attending Court as a witness, presenting evidence, clearly understanding and correctly answering the questions posed by counsels for the Crown and the defence/plaintiff, in cases prosecuted for and/or cases against the Department. Attention to details is crucial to ensure evidence, that is required to successfully prosecute offenders or defend the Crown, is presented to and accepted by the Court. It is difficult to maintain sustained attention due to the aggressive line of questioning and defence tactics intended to distract, confuse, and/or discredit the credibility of the incumbents testimony, and the complex nature of court cases including cultural diversities, and the use of interpreters. This effort represents sustaining attention

over a few hours to several days.

Sustained attention is required when reading lengthy reports or writing and proof reading correspondence such as letters and briefing notes in response to information requests from senior management and the Minister's Office or when conducting comprehensive reviews, analysis and evaluations of complex and/or technical contract proposals against the statement of requirements. There are constant interruptions from telephone callers, visitors, E-mail messages, and office equipment noise and employee conversations. Divergent views, cultural diversities and nuances can impede the sustained effort required to completely understand and to appropriately react to the information resulting in inaccurate and/or incomplete replies that could cause embarrassment and expose the department to criticism and/or the incorrect awarding of contracts. This effort is ongoing activity representing up to 40 % of the time.

Sustained attention is required when driving a vehicle for periods of up to three or four hours 3 or 4 times a month to attend meetings. Lack of attention could result in injuries and/or loss of life to self and others, destruction of government property and disruption to program delivery.

(13) Psychological/Emotional Effort

Psychological/emotional effort is required in dealing with community concerns when or the department's image has been compromised or tarnished by some action by an employee and/ and this requires an effort to address the situation and rebuild the department's credibility with the public and industry. This requires tact, persuasion, diplomacy and professionalism to rebuild relationships and restore public confidence, once trust has been lost. This can lead to a high level of stress when dealing with persons who are often highly frustrated, emotional and resentful to the department and staff as a result of the personal and community social and economic impact and requires being empathetic, comforting and congenial while maintaining a professional and positive attitude in representing the department's views. There is no control over the timing or frequency of these situations.

Psychological/emotional effort is required when leading discussions with client groups to discuss and reach consensus on the nature and scope of specific policies. Client goals are often at odds with the conservation and protection objectives of the department and contentious discussions can become very intense and emotionally charged especially where decisions would reduce the total amount of fisheries resource available for commercial use or where there are discussions on redistributing existing catch amongst the client users of the resources. Effort is required to control frustration, anger, remain calm, composed and focused in trying to maintain and promote good community relations despite angry and abusive verbal outbursts by some of the participants. Participant reactions are unpredictable, as is the way in which they will choose to vent their frustrations with the department's conservation or policy objectives. There is not control over the timing or frequency of these situations. This task is made more difficult in that the incumbent may be required to express the opinions of the department, which may be in conflict with personal views.

Psychological effort is required to defend the Department's position. Psychological effort is required in testifying as an expert witness during investigations, Court cases and other legal proceedings, appearing in front of standing committees and this requires self-control to answer questions and

articulate the facts while maintaining a professional attitude. There can be extreme emotional stress due to the aggressive line of questioning and defence tactics intended to distract, confuse, and/or discredit the credibility of the incumbents testimony. This type of concentrated effort and the subjection to intense scrutiny may lead to stress related illness. The incumbent has no control over the occurrence, duration or frequency of these circumstances.

There is emotional stress when dealing with volatile and confrontational encounters with fishers, who are unhappy with DFO conservation or policy objectives or are involved in disputes where the incumbent must remain calm, alert and maintain a sense of professionalism. This task may require the incumbent to express the opinions of the department, which may be in conflict with own personal views. Dealing with conflicting personal emotions causes stress. There is no control over the occurrence or duration of these events.

Psychological effort is required to control enhanced emotions when leading or participating in a response to law enforcement or crisis situations, where the incumbent must quickly analyse the circumstances and information coming from a variety of sources in order to respond appropriately. The fluid and urgent nature of these situations, the requirement for spontaneous and simultaneous actions, the severity of the outcome (possible loss of life) can lead the incumbent to be emotionally exhausted as a result of the extreme mental exertion. The incumbent needs to maintain a healthy professional attitude and remain calm under such trying circumstances. The incumbent has no control over the occurrence, duration or frequency of these circumstances.

Psychological effort is required to cope with the anxiety or stress associated with the apprehension of high profile citizens, the charging of major corporations or municipalities and or Federal/Provincial government departments where the incumbent is the spokesperson addressing the media or when dealing with the aftermath of violent or potential violent emergency situations (e.g. the injury or death of a colleague or threats to the life and safety of an officer and or their families). Occurrence and frequency cannot be controlled.

Psychological/emotional effort is required when determining and recommending the appropriate course of action in the event where staff has breached policies and procedures, and while maintaining an empathetic and professional demeanour in exercising the responsibility to take disciplinary or corrective actions or referring staff to EAP or other professional services. These situations can often be very stressful where comprehensive investigations must be conducted, the individual's career/future is in jeopardy and personal, family, community and professional relationships are being negatively impacted. There is little or no control over the occurrence or frequency of these situations.

(14) Physical Effort

The work may require occasionally participating in field enforcement operations wearing protective clothing (soft body armour, survival suits, life jackets), extreme weather protective clothing and uniforms, and carrying survival kit, firearms, pepper spray, baton and handcuffs. These can be for hours or days in duration but normally would not last more than a couple of days. Field operations include the use of land vehicles and travelling in vessels and in cramped and noisy small fixed wing and rotary aircraft, when conducting surveillance operations, sometimes below 300 feet and boarding

fishing vessels, both of which can be during inclement weather including rough seas, and hauling in traps, nets and fish weighing up to 40kg. Medical fitness to the standard of sea-going personnel is essential. (5-10 % of the time).

Travels in a vehicle or by other means of transportation for periods of up to three or four hours to attend regional or national meetings and conferences (5% of time).

Sits for prolonged and sustained periods when conducting and attending negotiations and meetings, or during preparation and attending court cases for trials initiated on behalf of or against the department. These situations could last up to four hours at a time (35% of the time).

Sits for prolonged and sustained periods while using a personal computer when entering and retrieving information, preparing proposals for co-management/partnership agreements, conducting cost-benefit and market impact analyses, etc. These situations could extend up to 40% of the time.

Working Conditions

(15) Work Environment

Psychological:

There is a lack of control over the pace of work as it is often not possible to foresee developments in the field requiring urgent problem solving on complex enforcement operation activities. There are multiple ever-changing priorities with operational events overriding administrative priorities, which makes it difficult to meet already tight deadlines. Responding to urgent enforcement problems in the evening / weekends requires the ability to act quickly and to make decisions on enforcement under difficult conditions. High priority demands from senior level personnel at the regional and national headquarters level add to an already very heavy workload. This is the normal daily environment.

Volatile and confrontational encounters with fishers, who are unhappy with DFO conservation or policy objectives, are involved in disputes, or in contravention with DFO regulations present highly stressful situations. These situations are characteristic of work environment and occur on a frequent basis.

There is the continuous requirement to deal with conflicting demands from various senior level priorities, time pressures and tight deadlines resulting in the lack of control over the pace of work. The heavy workload, often requires direction, damage control and urgent responses, a high degree of problem solving on enforcement issues and exposure to strained circumstances and conflicting situations with stakeholders and Aboriginal communities, bands and councils when conducting negotiations for co-management and partnership agreements. These situations cause a high degree of psychological discomfort and are frequent.

Physical:

The work is performed primarily in an office environment where there is daily exposure to the glare from computer, office equipment noises, ringing telephones, ongoing interruptions from staff and clients. This exposure is constant.

There is the occasional participation in surveillance and, enforcement activities, which are often conducted at night with exposure to extreme temperatures, rough waters and terrain, air turbulence when travelling by small plane or helicopter. These types of situations may occur 5-6 times a year and last for hours or a couple of days.

Conservation and Protection personnel in this position must also meet a physical fitness standard that requires them to stay in shape in order to be able to carry out a full range of enforcement functions when leading the response to large scale crisis, occasionally assisting with enforcement operations in the field and performing medical and physical testing of Fisheries officers.

(16) Risk to Health

There is danger of personal injury and stress when conducting enforcement activities or when applying force to control suspects or protect oneself or other officers. Contact with frustrated and hostile individuals occurs on a regular basis.

There is an occasional requirement to participate in aircraft or helicopters patrols to conduct operations in hazardous situations and all types of weather conditions in order to gather evidence or inspect activity, which has the potential for a significant risk to health. Icy, wet, slippery and unstable surfaces can expose the officer to a the risk of joint, muscle, bone and tendon injury.

Due to the diverse nature of the work and the various pressures faced including the concern for staff, the work is mentally taxing and stressful. There is limited control over the daily timing and frequency of interruptions and changes of pace and priority. There is no control over the manner in which dissatisfied clients choose to express their frustrations, often calling the Incumbent at home. This can cause extreme stress and lead to the need for extended counselling and absences from work.

The work involves exposure to high stress levels caused by work pressures and tight deadlines from senior management at National and Regional levels resulting from the introduction of the Oceans Act, revisions to the Fisheries Act and other initiatives of this type, and unexpected demands and services from external stakeholders, and the need to respond quickly in implementing the monitoring, control and surveillance activities in a highly dynamic fisheries management process. There is a lack of control over the pace of work combined with internal and external conflicts associated with the lack of ability to enforce legislation and internal competition for limited financial and human resources. These pressures can lead to mental fatigue and illness.

Due to the occasional requirement to assist other agencies, officers are exposed to accident, emergency and disaster situations which may leave a lasting impression on the officer and a requirement for short or long term critical incident counselling due to the unpleasant nature of the situation or conditions the officer was exposed to at the scene.

While working in the office environment there is risk of repetitive injury syndromes affecting the

wrists, hands and fingers while doing key boarding and word processing, as well as eye strain caused by the glare from computers and back injury.

6. NMWD 40904, DECISION 58714

Sr OHSAR Program Advisor PM-06

Position 75432

Position 75433

Position 117358

Position 142493

Position 142696

Position 143417

Position 144825

Position 146391

Position 66717 (INA)

Position 129039 (INA)

	Pêches et Océans Canada	Fisheries and Oceans Canada	CLASSIFICATION RATIONALE / JUSTIFICATION DE CLASSIFICATION
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SECTOR / SECTEUR :	Oceans, Habitat, Species at Risk (OHSAR)
POSITION TITLE / TITRE DU POSTE :	Senior OHSAR Program Advisor
CLASSIFICATION :	PM-06
DECISION NUMBER / NUMÉRO DE DÉCISION :	25866
NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) / CLASSIFICATION NATIONALE DES POSTES (CNP) :	0114
MODEL IDENTIFIER / NUMÉRO DU MODÈLE :	NMWD / MNDT 1029 - 40904
SUPERVISOR / SUPERVISEUR :	To be determined by national organizational structure
EFFECTIVE DATE OF WD / DATE D'ENTRÉE EN VIGUEUR DE LA DT :	10 December 2008 (Date ADM submitted request)

Background / Contexte

In July 2002, the Fisheries and Oceans Deputy Minister's Committee (DMC) agreed to the establishment and use of model work descriptions as a mandatory departmental policy. This role was in line with the government's process of Classification Modernization and the department's Classification Renewal Initiative. In January 2004, the Guide to Organization and Classification in DFO was established to guide management through this process. In accordance with Phase II, Model Work Description Development, and to ensure equity and consistency across the country, management within the OHSAR established national teams to establish and apply National Model Work Descriptions (NMWDs) within the community. As well, current work descriptions and the role and responsibility of the OHSAR Sector were reviewed in the preparation and writing of the NMWDs. As part of the NMWD process, consultations with the appropriate community and unions took place for input and feedback to the national team and for consideration with the final content of each NMWD. This NMWD is a result of that process.

For the purpose of this rationale, the subject position (SP) is in reference to NMWD 1029.

Clarification provided by Management / Information fournie par la gestion

Mr. Wayne Moore, Director General, Oceans Program and Mr. Naresh Debidin, Director, Habitat Program Directorate have provided information to the Classification Committee members on the scope and organizational context of each NMWD.

There are three programs pertaining to the compliance and enforcement of Acts regulated by DFO:

- Ocean Management = compliance with the Oceans Act, development of goals with external stakeholders for ocean space, designation and protection of the oceans, for example the fencing of the underground sea mountains.
- Habitat Management = protection of fish habitat, compliance with the Canadian Environmental Assessment Act – formal reviews of major projects like oil sand, dams, linking with / educating community groups and partners to ensure compliance with the Act.
- Species at Risk = compliance with the Species at Risk Act, determination of endangered species.

These NMWDs are also going to be used for positions reporting directly to Area Directors in the regions because the PM positions report functionally to the Regional Director, OHSAR in the regions. Some are specialists and others are generalists: in the Habitat Program, BI/PC are responsible to determine how the

ecosystem is affected by projects (oil sands for example); whereas, in the Oceans Program, these NMWDs PM deal with a broader range of functions to create partnerships and, they focus on program results.

The mandate of the PM-06 NMWD is a senior level position that exercises generally defined strategies, are in district offices, and have discretion in setting goals and executing strategies.

The PM-05 in the Ocean Program is a senior analyst without financial control that provides services connected outward.

The PM-05 in the Habitat Management Program provides information systems services – PATH databases. In the regions, it is a PM-02 that coordinates the CEAR database. The PM-05 provides training to the users (scientists) on the systems to ensure the integrity of the database.

Finally, the Classification Committee members raised a concern with the NMWD 1029, Senior OHSAR Program Advisor – PM-06. The fourth paragraph of the work description in the Client Service Result section stipulated that the position will be in charge of a PPC unit whereas this NMWD primary purpose is in fact to develop and lead a program oriented toward the public. It was agreed with the presenters that the NMWD be modified to remove the emphasis on this responsibility: the paragraph was rewritten; work description signed off by the Acting Assistant Deputy Minister (ADM), Mr. Ian Matheson. This version replaces the original one submitted to OCCOE.

Purpose of the Position / But du poste

The SP is primarily responsible for development and acceptance of a Canadian Oceans and/or Habitat and Species at Risk Sector Policy and Program for the 21st Century; management and leadership of Oceans and/or Habitat and Species at Risk and Community Stewardship programs nationally and/in within the Region with an emphasis on the support, development and implementation of an integrated management and conservation initiatives; development and support of programs to enhance fish stocks, support of the conservation and protection of species at risk, and study, planning and management and restoration of fish habitat and ocean resources in cooperation with various community-based interest groups, the private sector, First Nations and other government departments and agencies.

The SP is also primarily responsible for developing and supporting strategies and tools to manage OHSAR Sector stakeholder relations as well as communications and outreach activities; development and support of strategic partnerships with a range of stakeholders organizations.

Management and leadership of common and corporate services in support of program objectives.

Group Allocation / Allocation du groupe

This SP meets the Program and Administrative Services (PA) Group Definition which is for position primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the Public, as the SP is accountable for developing and supporting strategies and tools to manage OHSAR Sector stakeholder relations. The SP meets inclusion 2 (as shown below) of the PA Group. The exclusions do not apply.

Inclusion

Notwithstanding the generality of the foregoing, for greater certainty, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

2. The planning, development, delivery or management of government policies, program, services or other activities directed to the Public.

In accordance with the Table of Concordance (Canada Gazette, Part I, March 18, 1999), the SP is evaluated using the Programme Administration (PM) Classification Standard as it meets the group definition of this standard.

The SP was evaluated with an interdepartmental classification committee that took place on October 21, 2009.

Knowledge / Connaissances	Degree / Degré E2	Points 334
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Education

Degree: E

> **BM 14, Regional Manager, Investigation and Control at Degree D** where the work requires a good knowledge of program policies, objectives and governing legislation (UI Act and Regulation, the Canada Evidence Acts, the Charter of Rights and Freedoms), the Commission programs, policies and organization, entitlement principles, jurisprudence and court precedents and a knowledge of investigative principles and techniques and their application for control purpose to develop overall strategies and policies for the planning and administration of the investigation and control program in the region. The SP is deemed higher because of its requirements for a thorough knowledge of the principles, concepts and methodology of a specialized occupation – integrated resource management planning and sustainability - in order to develop and support (i) strategies and tools to manage OHSAR sector stakeholder relations / communications / outreach activities; and, (ii) strategic partnerships with a range of stakeholder organizations.

= **BM 4, Director, Compliance Division at Degree E** where their work requires a thorough knowledge of programs, policies, objectives and governing legislation. The BM, Acts and Regulation administered by the department of Agriculture, Acts and Regulation subject to enforcement, federal, provincial, municipal law enforcement agencies, international law enforcement agencies to direct investigations of infractions of Acts administered by the Branch and all criminal allegations of an internal nature involving Branch employees. The SP is deemed similar because it requires the thorough knowledge of the principles, concepts, methodology of a specialized occupation – marine sciences, economics, strategic planning, natural resources management and sustainability for the provision of management / leadership of OHSAR and Community Stewardship programs nationally an/in the Region with an emphasis on the support, development, implementation of an integrated management and conservation initiatives.

General Administration

Degree: 2

< **BM 2, Airport Manager, Victoria at Degree 3** where the work requires the knowledge of financial administration to manage a self-supporting airport as well as of other administrative areas – purchasing, inventory control, telecommunications, mail and records keeping. The SP is deemed less because of the requirement of less areas of administrative support – finance, human resources, contracts, material management.

> **BM 17, Benefit Programs Officer at Degree 1** where the SP work requires the knowledge of more administrative areas – finance, human resources, contracts, material management, whereas, only finance and printing/publication for the BM.

= **BM 14, Regional Manager, Investigation and Control at Degree 2** where the work requires the knowledge of departmental personnel management policies and procedures as they relate to the classification and staffing of positions and the resolution of union concerns, as well as the knowledge of the budget and corporate operational planning processes to manage a small regional office and a larger staff of program officers decentralized to two metro offices and ten local offices across the region. This is deemed similar, as the SP requires also the knowledge of administrative support area in human resources, finance and material management, contracts.

Decision Making / Prise de décision	Degree / Degré D3	Points 268
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Scope

Degree: D

> **BM 14, Regional Manager, Investigation and Control at Degree C** where the decisions are made within the framework of an established program, and initiative and judgement are required in the resolution of problems lacking precedents. The BM decisions concern the development of regional policies, programs and procedures without the benefit of formal guidelines but requires the adaptation of national policies to meet regional needs; also, judgement is required in the means employed of developing in the community

and awareness of investigation and control activities and a concern for the safeguarding of public funds; finally, recommendations are made to National Headquarters on policy changes related to benefit program control. The SP is deemed higher because the decisions are made within the framework of broadly defined objectives and programs policies to develop / analyze / negotiate / conclude / determine the conditions of co-management, co-operative, service level, alternative service delivery and other agreements and contracts with other federal government departments, other levels of government and stakeholders.

= **BM 27, Senior Entitlement Officer at Degree D** where the work requires the exercise of judgement and initiative in the review and analysis of a wide variety of problems / issues / trends / developments for the purpose of determining the requirement for new / amended national policies / guidelines / decisions or recommending legislation changes. Also, the BM must develop within a broad framework of legislation, of program objectives and principles of equity, solutions that are legally possible. The SP is deemed similar because decisions made are within the framework of broadly defined objectives, and initiative and judgement require the development of solutions to problems where the implications are difficult to determine, as the SP develops OHSAR policies and programs, as well as strategy and tools to support partnership agreements with internal and external stakeholders, as well as strategic options / positions to attain the broad OHSAR policy objectives of the Government of Canada both within Canada and internationally.

Impact

Degree: 3

< **BM 4, Director, Compliance Division at Degree 4** where the decisions directly impact on the quality and timeliness of research, analysis and investigations necessary to determine the threat or potential posed by criminal activities involved in the agriculture industry; and the BM prosecutions actions have a direct market or competitive effects on companies or individuals involved in the agriculture industry. This is deemed higher than the SP whose decisions impact on a specified geographical as the SP plans and manages the work of the OHSAR including the Community programs to ensure the effective conservation and enhancement of marine and freshwater areas, including fish and fish habitat.

> **BM 28, District Licensing Administrator at Degree 2** where the decisions affect groups and the recommendations impact on established operating guidelines, as the BM decisions and recommendations are made with respect to individual applications for licenses, registration and permits and, the decisions with respect to local operating procedures affect the efficiency of service delivery with the District. This is deemed less than the SP whose decisions impact on the OHSAR program policy, as the SP provides input to regional and national plans, coordinates input to the development and implementation of joint federal-provincial Integrated Ocean Management policy nationally and for the Region, and to the development and implementation of the DFO national OHSAR strategy and related policies/programs.

= **BM 8, Chief, Passenger Terminal Operations at Degree 3** where the BM decisions affect the effective utilization of subordinate staff employed at two locations and the direction provided to and control exercised over Customs activities, and where recommendations regarding enforcement matters may result in the imposition of penalties or legal action and possible incarceration. This is deemed similar because the SP decisions impact on a specified geographical area – the region where the position is -, and the recommendations impact on the operations, as the SP develops, coordinates and leads planning processes that incorporate the marine, water, and land use interests of a wide range of stakeholders, and fosters DFO objectives in integrated ocean management, SAR recovery efforts, fish habitat enhancement and related activities.

**Operational Responsibility /
Responsabilité opérationnelle**

Degree / Degré D2

Points 075

Nature of Responsibility

Degree: D2

< **BM 4, Director, Compliance Division at Degree E** where the work requires establishing standards of enforcement and performance, assessing the effectiveness of the program and utilization of resources, as the BM directs the investigations of infractions of Acts administered by the Branch and all criminal allegations of an internal nature involving Branch employees. The SP is deemed less because the responsibility is not for the development of a program function, but for developing program policies and ensuring their correct interpretation / application, as the SP (i) is responsible for the management / leadership of OHSAR and Community Stewardship programs nationally and/in within the Region with an emphasis on the support, development and implementation of an integrated management and conservation

initiatives; (ii) develops / supports programs to enhance fish stocks, support the conservation and protection of species at risk, and study, plan, manage, and restore fish habitat and ocean resources in cooperation with various community-based interest groups, the private sector, First Nations and other government departments and agencies.

> **BM 17, Benefit Programs Officer at Degree C** where responsibility is for determining the adequacy of operational policies administered by others and for appraising the effectiveness of operations, as the BM monitors all Insurance program activity in CEC across the BC/Yukon region to assess the efficiency and effectiveness of operations, compliance with and adequacy of national and regional operational policies and the quality of adjudication decision and, provides expert technological advice to Insurance staff and management in the CEC on all aspects of the UI Program and instructing CEC Insurance staff on labour dispute cases. The SP is deemed higher because of its responsibility for developing a program policies and ensuring their correct interpretation / application, thus because the SP is accountable for the development and acceptance of a Canadian OHSAR sector policy and program.

= **BM 9, Advisory and Monitoring Officer at Degree D** where the responsibility is for developing operational policies administered by others and ensuring their correct interpretation and application as the BM input is provided to Excise Programs Division concerning program policy, and the development / adoption of performance standards; new legislation is assessed in order to develop new and modify existing operational policies along with a monitoring program to ensure national consistency and to evaluate the efficiency / effectiveness of regional operations; also, functional guidelines and advice are provided to nine regional Collections Units and nine regional Revenue Accounting Units. The SP is deemed similar because of the provision of authoritative advice, direction, research and guidance on national, regional and Departmental and other policies affecting OHSAR programs, guidelines, and regulations to DFO senior management and to Departmental Canadian and international partner organizations.

Contacts / Contacts

Degree / Degré 4

Points 150

Nature of Responsibility

Degree: 4

> **BM 8, Chief, Passenger Terminal Operations at Degree 3** where the BM work requires obtaining commitment on matters of considerable significance, as agreement is obtained with importers concerning changes to commercial/financial systems in order to meet the legislative and needs of the department and, persuasion is required to obtain compliance in a cost-effective manner while maintaining the department service-oriented image. The SP is deemed higher because the SP develops, analyzes, negotiates, concludes and determines the conditions of co-management, co-operative, service level, alternative service delivery and other agreements and contracts with other federal government departments, other levels of government and stakeholders, which means the SP negotiates and obtain commitment in the resolution of complex matters of major significance.

= **BM 4, Director, Compliance at Degree 4** where there is requirement to negotiate with other law enforcement agencies to participate in investigations pertaining to violations of agricultural acts and regulations and suppress illegal activities. The SP is deemed similar because of the requirements to negotiate cooperative projects with potential partners such as federal and provincial agencies, municipal governments, First nations organizations, the private sector, international organizations, public interest groups and other stakeholders, and to address coastal and watershed planning, salmon enhancement, species at risk and marine and freshwater habitat management issues of common interest. These are deemed to be matters of major significance.

Whole Job Comparison / Comparaison globale du travail

The SP is deemed higher than the BM 14, Regional Manager, Investigation and Control – PM-05. In terms of Knowledge, the BM requires a good knowledge of the program policies, objectives and governing legislation to manage the Investigation and Control program for the Alberta/NWT Region, and to act as the senior regional authority for this program. The SP is deemed higher because the work requires a thorough knowledge of the principles, concepts and methodology of a specialized occupation – marine sciences, economics, strategic planning, natural resources management and sustainability -, thus to provide management / leadership of OHSAR and Community Stewardship programs nationally and/in within the

Region with an emphasis on the support, development and implementation of an integrated management and conservation initiatives; and, to develop and support programs to enhance fish stocks, support the conservation and protection of species at risk, and study, plan, manage, and restore fish habitat and ocean resources in cooperation with various community-based interest groups, the private sector, First Nations and other government departments and agencies. However, they both require the same level of the knowledge of the administrative support areas – finance, human resources, material management, contracts. In terms of Decision Making, the BM decisions are made within the framework of an established program, and initiative and judgement are required in the resolution of problems lacking precedents as the work requires the adaptation of national policies to meet regional needs. The SP decisions making is deemed higher as decisions are made within the framework of broadly defined objectives, and initiative and judgement are required in the development of solutions to problems where the implications are difficult to determine when, for example the SP responsibility is to add to the concepts and techniques for addressing specific freshwater and marine issues through innovative integrated multi-stakeholder planning processes as they relate to DFO initiatives such as Integrated Ocean Management, Marine Protected Areas, Marine Environmental Quality indicators on varying levels involving interagency representation, potential partnership and collaborative opportunities. However, the impact of their decisions is deemed similar because their recommendations impact on operating guidelines and affect geographical areas. The BM decisions / recommendations affect the efficiency / effectiveness with which the investigation and control program operates in the region and impact on national and regional policy development and on the nature and scope of the control program. The SP decisions / recommendations affect the results of the OHSAR programs in the regions as the SP plans / manages the work of the OHSAR including the Community programs to ensure the effective conservation and enhancement of marine and freshwater areas, including fish and fish habitat. In terms of Operational Responsibility, they are similar as they are responsible for developing program policies and ensuring their correct interpretation / application in both cases, as the SP is responsible for developing OHSAR policies / programs / strategies / tools to support partnership agreements with internal / external stakeholders, and as the BM advises the Director and Director General on all aspects of the Investigation and Control program, of National Headquarters plans, policies, activities impacting on regional operations. In terms of Contacts, the BM work requires obtaining commitment on matters of considerable significance – with law enforcement and security agencies of other level government departments and other levels of government in the investigation of cases of abuse / fraud and in the prosecution of employers and claimants under the UI Act and the Criminal Code. The SP is deemed higher as the work requires negotiating to develop funding options and build partnerships with the private sector, provincial, territorial, Aboriginal and international organizations to finance projects or contracts.

The SP compares well with BM 4, Director, Compliance Division - PM-06. In terms of Knowledge, they are similar because the BM requires a thorough knowledge of program policies, objectives and governing legislation to determine through investigative means whether a criminal violation or breach of discipline exists regarding complaints against Branch employees; and the SP requires a thorough knowledge of the principles, concepts and methodology of a specialized occupation – marine sciences, economics, strategic planning, natural resources management and sustainability to advise senior government officials, other departments, industry, First Nations and other interested parties on innovative emerging marine and freshwater initiatives. They both require the knowledge of the administrative support areas – finance, human resources, contract, material management. In terms of Decision Making, their decisions are made within the framework of broadly defined objectives, and initiative and judgement are required in the development of solutions to problems where the implications are difficult to determine in both cases. The BM decisions involve developing / implementing a compliance program to investigate incidents involving infractions of the Acts and Regulations administered by the department. The SP develops, coordinates and leads planning processes that incorporate the marine, water, and land use interests of a wide range of stakeholders, and fosters DFO objectives in integrated ocean management, SAR recovery efforts, fish habitat enhancement and related activities. However, the impact of their decisions differs. The BM impact of decisions is deemed higher because the decisions affect major aspects of national programs because as the BM is responsible for directing investigations of infractions of Acts administered by the Branch and all criminal allegations of an internal nature involving Branch employees. The SP impact of decisions is deemed less because the decisions affect specified geographical areas or industrial sectors when providing input to regional and national plans, coordinating input to the development and implementation of joint federal-provincial Integrated Ocean Management policy nationally and for the Region, and to the development and implementation of the Department's national OHSAR strategy and related policies/programs. In terms of Operational Responsibility, The BM is responsible for the development or modification of a program function – Compliance. The SP is deemed less because of the responsibility for developing program policies and insuring their correct interpretation and application as the SP provides authoritative advice, direction, research and guidance on national, regional and Departmental and other policies affecting OHSAR programs, guidelines, and regulations to DFO senior management and to Departmental Canadian and

international partner organizations. In terms of Contacts, their work requires negotiating in both cases. The BM negotiates written agreements with other enforcement agencies to suppress illegal activities emanating in Canada. The SP negotiates cooperative projects with potential partners such as federal and provincial agencies, municipal governments, First nations organizations, the private sector, international organizations, public interest groups and other stakeholders, addresses coastal and watershed planning, salmon enhancement, species at risk and marine and freshwater habitat management issues of common interest.

Internal & External Relativity / Relativité interne et externe

CLASSIFICATION ON EVALUATION FACTORS	SP		IDENTIFY FEW POSITIONS WITHIN/OUTSIDE THE ORGANIZATION THAT HAVE SIMILAR TYPE OF DUTIES AT THE SAME AND/OR DIFFERENT GROUP & LEVELS AND ATTACH DOCUMENTS TO THIS STUDY REPORT		SP BEST COMPARES TO RELATIVITY POSITIONS & WHY
	RATING		= P1 NMWD 182 CHIEF, PROGRAM PNG & ANALYSIS DFO	> P2 2019- 00215 ADVISOR, MUNICIPALITIES POLICY & OUTREACH DOE	
KNOWLEDGE	E2	334	D3 312	D1 246	<p>At degree E for the SP which requires a thorough knowledge of the principles, concepts of a specialized occupation – marine sciences, economics, natural resource management and sustainability. At degree D for the P1 which requires a comprehensive knowledge of a number of sets of dissimilar rules, procedures operations: economics; principles for searches, seizures, infractions, confiscation and arrest; principles for legal requirements used in enforcement operations; marine communications and tracking systems, data communications technologies; for the P2, a good knowledge of the principles and concepts of a specialized occupation – biology, ecology, toxicology, chemistry, physics. This is deemed less than the SP.</p> <p>At degree 2 for the SP as the work requires the knowledge of the administrative support areas of finance, human resources, contracts, purchasing. Degree 3 for the P1 whose work requires the knowledge of internal support fields of finance, human resources, contracts, facilities and equipment maintenance, transportation, health and safety. This is deemed higher than the SP. Degree 1 for the P2 whose work requires the knowledge of finance and contract management. This is deemed less than the SP.</p>
DECISION MAKING	D3	268	C3 223	C3 223	<p>At degree D for the SP, initiative and judgement are required in the development of solutions to interrelated problems where their implications are difficult to determine – to plan and direct the development of Sector program responses to major or sensitive issues. Degree C for the P1 and P2, because initiative and judgement are required in the resolution of problems which lack precedent: P1 – manages, plans, develops the Conservation and Protection Program's policy and service delivery frameworks for the Region; P2 – provides design, development expertise, advice, recommendations for the manager and cooperative partners on the selection, design, conduct and resource sharing for cooperative municipal outreach and education projects. The SP is deemed higher than those.</p> <p>Degree 3 for all of them, because their decisions affect a specified geographical area.</p>
OPERATIONAL RESPONSIBILITIES	D2	075	D2 075	D1 060	<p>Degree D for all of them whose work requires developing program policies and ensuring their application: SP – when providing authoritative advice, direction, research and guidance on national, regional and Departmental and other policies affecting OHSAR programs, guidelines and regulations; P1 – to plan, coordinate the development of the Conservation and Protection programs, policies and service delivery frameworks for the Region; P2 – when providing advice and recommendations regarding policies and strategies for education/communications/community outreach for a variety of municipal audiences.</p> <p>Degree 2 for the SP and the P1 because their organization is of medium-size. Degree 1 for the P2 because the organization is of a small size.</p>

CLASSIFICATION ON EVALUATION FACTORS	SP	IDENTIFY FEW POSITIONS WITHIN/OUTSIDE THE ORGANIZATION THAT HAVE SIMILAR TYPE OF DUTIES AT THE SAME AND/OR DIFFERENT GROUP & LEVELS AND ATTACH DOCUMENTS TO THIS STUDY REPORT		SP BEST COMPARES TO RELATIVITY POSITIONS & WHY
	RATING	= P1 NMWD 182 CHIEF, PROGRAM PNG & ANALYSIS DFO	> P2 2019- 00215 ADVISOR, MUNICIPAL TIES POLICY & OUTREACH DOE	
CONTACTS	4 150	4 150	3 110	Degree 4 for the SP and P1 whose work requires obtaining commitment in the resolution of complex matters of major significance: SP – to develop, negotiate, conclude and determine the conditions of co-management, cooperative, service level, alternative service delivery and other agreements and contracts with other federal government departments, other levels of government and stakeholders. Degree 3 for the P2, because of its work with partners, steering committees, federal departments and other organizations in the selection, design, conduct and resource sharing for outreach activities, to engage in the orientation and coordination of such activities Canada-wide, to ensure that the Department's interests are protect. The SP is deemed higher than the P2.
TOTAL	PM-06 827 (721-1000)	PM-06 760 (721-1000)	PM-05 542 (611-720)	Overall the SP compares well with the P1 as in both cases they are responsible for the management, planning and development of a program framework in a region: the SP – the OHSAR program with the external stakeholders: P1 – the Conservation and Protection Program in the region also. The SP is deemed higher than the P2 because while the P2 provides recommendations on policy changes and advice on funding for the program, the SP is the authority.

Summary / Sommaire

Factor / Facteur	Degree / Degré	Points
KNOWLEDGE / CONNAISSANCES	E2	334
DECISION MAKING / PRISE DE DÉCISION	D3	268
OPERATIONAL RESPONSIBILITY / RESPONSABILITÉ OPÉRATIONNELLE	D2	075
CONTACTS / CONTACTS	4	150
Total	PM-06	827 (611 - 720 points)

GROUP & LEVEL / GROUPE ET NIVEAU PM-06

APPROVED BY / APPROUVÉ PAR :

WE, THE UNDERSIGNED, ATTEST THAT WE HAVE PARTICIPATED IN THIS CLASSIFICATION EVALUATION COMMITTEE IN ACCORDANCE WITH PUBLIC SERVICE VALUES AND ETHICS CODE AS WELL AS RELATED POLICIES AND GUIDELINES, THAT WE APPROVE THE ABOVE-NOTED RESULTS, AND THAT TO THE BEST OF OUR KNOWLEDGE, WE ARE NOT RELATED TO ANY OF THE INCUMBENTS OF SUBJECT POSITION(S), AND THAT THE NATURE OF OUR ASSOCIATION, IF ANY, WITH THE INCUMBENTS IS SUCH THAT WE CAN RENDER DECISIONS IN AN IMPARTIAL MANNER.

NOUS, LES SOUS-SIGNÉS, ATTESTONS AVOIR PARTICIPÉ À CE COMITÉ D'ÉVALUATION DE LA CLASSIFICATION CONFORMÉMENT AUX CODE DES VALEURS ET D'ÉTHIQUE POUR LA FONCTION PUBLIQUE ET AUX POLITIQUES ET LIGNES DIRECTRICES APPLICABLES, QUE NOUS APPROUVONS LES RÉSULTATS MENTIONNÉS CI-HAUT ET QU'AU MEILLEUR DE NOS CONNAISSANCES, NOUS N'AVONS AUCUNE RELATION AVEC LES TITULAIRES DES POSTES SUJETS ET QUE LA NATURE DE NOTRE ASSOCIATION AVEC LES TITULAIRES, S'IL EN EST, EST TELLE QUE NOUS SOMMES EN MESURE DE RENDRE DES DÉCISIONS D'UNE MANIÈRE IMPARTIALE.

France Lebeau, Chairperson / Présidente
Senior National Classification and Organization Advisor
Organization and Classification Centre of Expertise
DFO

Date

Faye Bancesco, Member / Membre
Senior National Classification and Organization Advisor and Classification Tutor
Human Resources Directorate
Health Canada

Date

Andrea Raper, Member / Membre
Director, Human Resources - NCR
DFO

Date



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste	Position Title - Titre du poste Senior OHSAR Program Manager	
Position Classification - Classification du poste PM 06	National Occupation Code - Code national des professions 0114	
Department/Agency - Ministère/organisme Department of Fisheries and Oceans (DFO)		Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Oceans, Habitat & Species at Risk (OHSAR) Sector		
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique NMWD / MDTN 40904 (old : 1029) Decision 58714 (old : 2586)	
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant	
Supervisor Position Classification - Classification du poste du surveillant As per National Organizational Structure		
Language Requirements - Exigences linguistiques		Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication		
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité	

Client Service Results - Résultats axés sur le service à la clientèle

Development and Acceptance of a Canadian Oceans and/or Habitat and SAR Sector Policy and Program for the 21st Century.

Management and leadership of Oceans and/or Habitat and SAR and Community Stewardship programs nationally and/in within the Region with an emphasis on the support, development and implementation of an integrated management and conservation initiatives. Develop and support programs to enhance fish stocks, support the conservation and protection of species at risk, and study, plan, manage, and restore fish habitat and ocean resources in cooperation with various community-based interest groups, the private sector, First Nations and other government departments and agencies.

Develop and support strategies and tools to manage Oceans and/or Habitat and SAR Sector stakeholder relations as well as communications and outreach activities. Develop and support as well as strategic partnerships with a range of stakeholder organizations.

Management and leadership of common and corporate services in support of program objectives.

Key Activities - Activités principales

1. Develops Oceans and/or Habitat and SAR policies and programs, as well as strategy and tools to support partnership agreements with internal and external stakeholders.
2. Develops strategic options and positions to attain the broad Oceans and/or Habitat and SAR policy objectives of the Government of Canada both within Canada and

internationally.

3. Interacts with federal/provincial/territorial departments and agencies, as well as Aboriginal and private sector organizations that have program interests in the Oceans and/or Habitat and SAR sector, to ensure that all program concerns are considered in the development of federal national and international Oceans and/or Habitat & SARA policies and positions.
4. Promotes Canadian federal Oceans and/or Habitat & SAR policies, programs and positions with other federal departments and agencies, the provincial and territorial governments, Canadian business and non-governmental organizations, foreign governments and international agencies, foreign business and non-governmental organizations, and the Canadian public.
5. Develops, coordinates and leads planning processes that incorporate the marine, water, and land use interests of a wide range of stakeholders, and fosters DFO objectives in integrated ocean management, Species At Risk (SAR) recovery efforts, fish habitat enhancement and related activities.
6. Develops, analyzes, negotiates, concludes and determines the conditions of co-management, co-operative, service level, alternative service delivery and other agreements and contracts with other federal government departments, other levels of government and stakeholders.
7. Provides input to regional and national plans, coordinates input to the development and implementation of joint federal-provincial Integrated Ocean Management (IOM) policy nationally and for the Region, and to the development and implementation of the Department's National Oceans and/or Habitat and SAR Strategy and related policies/programs.
8. Contributes to the development of communication policies and strategies, promotes awareness, support and partnership opportunities; develops guidelines and criteria for project proposals, and provides related advice and support to the national and the Region's IOM, SAR recovery plans, fish enhancement, habitat conservation.
9. Plans and directs the development of Sector program responses to major or sensitive issues as they relate to the Department.
10. Develops Regulatory Impact and Analysis Statements and supporting regulations.
11. Provides authoritative advice, direction, research and guidance on national, regional and Departmental and other policies affecting Oceans and/or Habitat and SAR programs, guidelines, and regulations to DFO senior management and to Departmental Canadian and international partner organizations.
12. Manages the human and financial resources assigned, and leads or participates in Directorate, Sector, Departmental, interdepartmental, intergovernmental and international committees and working groups.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="display: flex; justify-content: space-between;"> <div>Date</div> <div>Signature</div> </div>
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="display: flex; justify-content: space-between;"> <div>Date</div> <div>Signature of Supervisor – Signature du surveillant</div> </div>
Authorization – Authorisation	
Name of Manager – Nom du gestionnaire	<div style="border-bottom: 1px solid black; width: 100%;"></div> <div style="display: flex; justify-content: space-between;"> <div>Date</div> <div>Manager's Signature – Signature du gestionnaire</div> </div>

Skill – Habiletés

1. Knowledge and experience in applying theories, principles and practices of marine sciences, economics, strategic planning, natural resources management and sustainability.
Skills to:
 - a) Assess developments relating to Oceans and/or Habitat and SAR policy and programs.
 - b) Develop scientific and economic Oceans and/or Habitat and SAR policy and/or proposals, plans, and positions for the Canadian government founded on rigorous scientific and economic advice.
 - c) Assess Oceans and/or Habitat and SAR policy proposals, plans and positions of provincial and territorial governments, of foreign governments, non-governmental organizations, and the private sector in light of a comprehensive knowledge of Government of Canada's policy, best available science and socio-economics.
 - d) Act as a Departmental spokesperson and federal expert regarding Canada's Oceans and/or Habitat & SAR management strategy and policies.
2. Knowledge and experience in applying theories and principles of integrated resource management planning and sustainability.
Skills to:
 - a) Add to the concepts and techniques for addressing specific freshwater and marine issues through innovative integrated multi-stakeholder planning processes as they relate to DFO initiatives such as Integrated Ocean Management, Marine Protected Areas, Marine Environmental Quality indicators on varying levels involving interagency representation, potential partnership and collaborative opportunities.
 - b) Advise senior government officials, other departments, industry, First Nations, and

other interested parties on innovative emerging marine and freshwater initiatives.

3. Knowledge and experience in applying theories and best practices in horizontal policy or program development and collaborative work, consultation approaches and methodologies as well as understanding of collaborative decision-making and the tools to make it work that is key to fulfilling the mandate under the Fisheries Act and Oceans Acts. Skills to lead the collaborative development of management strategies in the areas of Oceans, and/or Habitat and SAR for Canada.
4. Knowledge and experience of organizations, structures, processes, policies and key players to horizontal policy or program development regarding Oceans and/or Habitat & SAR related activities. This includes detailed knowledge and experience with DFO Oceans and/or Habitat & SAR regions, provincial and territorial governments, Aboriginal groups, non-governmental organizations, oceans industries, academics, coastal communities and other stakeholders, and skills to provide a basis of understanding for working on the collaborative development of strategy and policy.
5. Knowledge of international organizations and agreements with Oceans and/or Habitat & SAR focus, including an understanding of Canada's historic role in organization and policy-building and how international organizations work, and skills to lead and support the international Oceans and/or Habitat & SAR role played by the Canadian government in a variety of international organizations.
6. Knowledge and experience in applying theories, principles, and practices to add to the theories, principles and concepts of the science of adult education and training and skills to:
 - a) Apply these for the development, delivery, and efficacy of national and regional Oceans and/or Habitat & SAR management adult education and training programs.
 - b) Serve as a source of knowledge on the science of adult education as applied to species at risk habitat management training in Canada and internationally.
7. Extensive knowledge of the policy development system in the Government of Canada and capacity to prepare or present briefings that meet the needs of the Minister and Cabinet.
8. Skill and experience in applying leadership and management approaches, techniques, principles and practices, including team building to:
 - 1) Adjust leadership styles and manage group dynamics.
 - 2) Use networking and influence to advance priority agendas.
 - 3) Negotiate, mediate and conflict resolution to guide or participate in collaborative multi-stakeholder planning processes.
 - 4) Establish partnerships with external clients.
 - 5) Negotiate cost recovery and external funding.
 - 6) Resolve contractual and other disputes.
 - 7) Facilitate problem solving and operational program delivery in the context of multiple interrelated sectors and programs.
 - 8) Mentor and coach staff.
 - 9) Develop strategic, business and operational planning, budget forecasting, financial and human resources management.
 - 10) Direct the implementation of work and project plans, performance assessment and feedback monitoring.
 - 11) Evaluate and report on service delivery activities.
 - 12) Adjust program orientation to fit changing policy imperatives to achieve strategic and operational objectives.

9. Skill and experience in the use of software and systems and ability to develop analytical reports and presentations on Oceans and/or Habitat & SAR initiatives for senior management and colleagues, other government departments and the public.

Effort - Efforts

1. Intellectual effort is required in developing or drafting Oceans and/or Habitat and SAR policy proposals, plans, or positions, analyzing and synthesizing various possible sources of Canadian and international legal, policy, and scientific information to determine the most relevant aspects of each in order that they are unassailable from a scientific, economic, or policy perspective nationally or internationally.
2. Intellectual effort is required to provide authoritative advice, direction and guidance on national Departmental adult education and training programs and other policies affecting Oceans and/or Habitat and SAR management programs, guidelines, and regulations to DFO senior management and to Departmental Canadian and international partner organizations; to manage the conduct of research and evaluations of new management training techniques, methodologies, systems and initiatives developed by Canadian and international Oceans and/or Habitat and SAR management jurisdictions.
3. Intellectual effort is required in program planning, to interpret broad Departmental or Parliamentary objectives and priorities, to evaluate implicit and explicit client/stakeholder requests, and to transform this information into management frameworks and business plans for the Oceans and/or Habitat & SAR Sector and Community programs.
4. Intellectual effort is required to establish and maintain working relationships with representatives of the marine industry, local, provincial and international governments, private agencies and Aboriginal groups to promote their awareness and support for the marine and freshwater resource management and conservation initiatives, and to identify and encourage their participation in the development of partnership opportunities.
5. Intellectual effort is required to contribute to the development of a communications policy and strategy for the IOM that is used by the Department for the development and distribution of communication material and information.
6. Intellectual effort is required to plan and manage the work of the Oceans and/or Habitat and SAR including the Community programs to ensure the effective conservation and enhancement of marine and freshwater areas, including fish and fish habitat.
7. Intellectual effort is required to interpret national and regional policies, regulations, guidelines, standards, and Departmental positions related to the implementation of the national policy for the Management of Fish Habitat, the Canada Oceans Strategy and the Species at Risk Act (SARA).
8. Intellectual effort is required to negotiate cooperative projects with potential partners such as federal and provincial agencies, municipal governments, First nations organizations, the private sector, international organizations, public interest groups and other stakeholders, and to address coastal and watershed planning, salmon enhancement, species at risk and marine and freshwater habitat management issues of common interest.
9. Intellectual effort is required to assimilate and synthesize knowledge from different disciplines, national and international sources to identify new scientific directions and forecasts and plan for the future needs of the program, Area, and Region, while also supporting the national program.

10. Intellectual effort is required to develop and deliver program and project lectures and presentations to mixed audiences of scientists, professionals, senior managers, politicians, First Nations officials, students, and workshop and conference participants.
11. The work requires sustained attention in intra-department, inter-departmental, federal-provincial-territorial, and international meetings, to note the positions put forward.
12. Sustained attention is required to proofread, review, or edit documents and correspondence before distribution or application. Manuscripts and other documents are often densely written and may deal with hard to understand topics. Errors may result in lost time or contractual disputes.

Responsibility - Responsabilités

TECHNICAL

1. Responsible for the physical security of secret, protected, and confidential files.
2. Ensures government equipment under field inventory is properly cared for and makes decisions that affect capital life spans and disposal schedules for vehicles, boats, and other field equipment.
3. Operates a motor vehicle for travel to meetings and field sites in rural and urban areas.
4. Operates, maintains, and cares for a computer, peripherals, and software.

FINANCIAL

1. Conducts research on the costs and benefits of various Oceans and/or Habitat & SAR policy options; makes recommendations on the funding of research to be undertaken, and develops budgets for projects to be undertaken to achieve operational goals.
2. Develops funding options and builds partnerships with the private sector, provincial, territorial, Aboriginal and international organizations to finance projects or contracts.
3. Contracts for professional services with authority to specify requirements, negotiate the extent and level of service and to evaluate and recommend best proposal.

Human Resources

1. Recommends and seeks individuals for membership in project teams. Directs and leads teams composed of Departmental and interdepartmental employees, consultant experts, and others, in the development of strategic policy and program options and plans.
2. Initiates staffing and classification actions and personnel exchanges within the Oceans, Habitat and SAR sectors. Develops, implements, monitors and evaluates training and career development plans for staff.
3. Approves and assigns general objectives, priorities, long-term strategies, work plans, individual assignments and milestones. Monitors progress and evaluate results against planned deliverables and milestones. Resolves performance problems and interpersonal issues.

Working Conditions - Conditions de travail

PHYSICAL

1. The work is performed in a climate-controlled office environment at a desk or workstation.

There is a frequent requirement to move within the facility when meeting with colleagues, managers, staff and clients. There is a requirement to travel to national headquarters and other regions for meetings and to national/international venues when attending conferences and representing the Department.

2. Some time is spent in travel status throughout the Areas and Regions, sometimes in isolated locations. Travel by government vehicle, small plane, helicopter, and small boats may be required.
3. Occasional field work can involve exposure to adverse weather conditions and the need for cumbersome protective clothing, extreme temperatures, a requirement to carry equipment over uneven terrain, or the need to work in streams and rivers.

PSYCHOLOGICAL

1. Dealing with uncertainty in internal and external environment requires significant effort to maintain focus on priorities and a longer term perspective. This is created by many factors such as federal-provincial-territorial jurisdiction.
2. The work involves imposed deadlines, where workload is heavy and multi-tasking among diverse projects in different stages of completion. Interruptions of work schedules occur daily, on short-term and short notice information or advisory needs by senior Departmental officers or external clients.
3. There is a requirement to deal with confrontational clients and stakeholders who disagree with Departmental policies, positions, plans and activities. Issues are often political and discussions and decisions may come under intense public scrutiny.
4. The supervision and motivation of scientific, technical, and operational staff who hold strong opinions about the work can be difficult in an atmosphere of political compromise and collaboration with multiple external and internal stakeholders.

Additional Information - Information additionnelle

N/A

7. NMWD 99521, DECISION 95782

Manager, Marine Nav. Policies PM-06

Position 117634

Position 117635

Position 135716

Position 135854

**CLASSIFICATION RATIONALE/
JUSTIFICATION DE CLASSIFICATION**

Sector/Secteur: CCG
Division: Maritime Services
Section: Marine Navigation & Preparedness and Response
Position Title/Titre du poste : Manager, Marine Navigation Policies
Position Numbers/Numéro du poste :
Classification: PM-06
Decision Number: #0000095782
National Occupational Classification (NOC)/Classification nationale des postes (CNP): 4161
Model Identifier/ Numéro du modèle : NMWD # 99501
Supervisor/Superviseur : Director, Marine Navigation, EX-01 Director, Preparedness and Response, EX-01
Effective Date of WD/Date d'entrée en vigueur de la DT: October 1, 2012

Background/Contexte

The Canadian Coast Guard (CCG) owns and operates the federal government's civilian fleet, and provides key maritime services to Canadians. As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the CCG helps DFO meet its responsibility to ensure safe and accessible waterways for Canadians. The CCG also plays a key role in ensuring the sustainable use and development of Canada's oceans and waterways. The Canadian Coast Guard is responsible for ensuring that Canadian waterways are safe, secure and accessible. This is achieved through a combination of services.

A request was submitted to the Organization and Classification Centre of Expertise for the classification and creation of a new position in the Program Requirements directorate for the Preparedness & Response and Marine Navigation sections. Model work descriptions are being crafted to respond to identical operational needs.

Those new units will develop and monitor the national frameworks and service delivery standards for all Government of Canada activities relating to their own programs.

Preparedness & Response: Environmental Response, Marine Communications and Traffic Services, Search and Rescue.

Marine Navigation: Aids to Navigation, Waterways Management and Icebreaking Services.

This include; ensuring adequate policies, directives, levels of service and performance reporting measures are in place to support the effective delivery of the activities in line with organizational priorities and international directions, representing the Canadian Coast Guard for all programs management matters and identifying and assessing the implications of program and service changes to client implications.

A classification committee was held on October 29, 2012 to evaluate three work descriptions (Manager Marine Navigation Policies, Marine Navigation Senior Analyst and Marine Navigation Analyst). Mrs. Julie Thompson, Director of Preparedness and Response was to sponsor the position, but due to unforeseen circumstances was not able to attend the committee. Subsequently, the committee agreed to tentatively rate the position. Questions from the committee members were sent on November 9, 2012 to Julie Thompson to clarify the scope and impact of decision making of the position and received on November 13, 2012.

Committee members met on November 16, 2012 to evaluate and confirm group and level.

For the purpose of this report, the **Manager, Marine Navigation Policies** will henceforth be referred to as the Subject Position, or SP.

Information/Clarification provided by Management // Information/Clarification fournie par la gestion

Julie Thompson (Director, Preparedness & Response) and Daniel Breton (Director, Marine Navigation) were consulted for clarification on the responsibilities of the SP. (Herein referred to as management)

Management stated that the Manager Marine Navigation Policies is a senior level specialist that, will be required to promote, clarify and defend the position of the Coast Guard, DFO and Government of Canada at national and international fora. Management further clarifies that the position will be responsible for developing negotiating positions, negotiating strategies, consultations with stakeholders in the development of positions, providing recommendations for positions to senior management, and carrying out negotiations within national and international fora. The ultimate decision for negotiated positions will depend on the subject matter being negotiated. In intradepartmental negotiations the Manager may take the final decision depending on the magnitude and scope of the negotiations. The Manager will likely consult with the

Director for positions for interdepartmental negotiations, and with the Director General/Deputy Commissioner/Commissioner for international negotiating positions. The Manager's position will be also responsible for providing guidance to subordinates in the implementation of national policies, standards and frameworks, and ensuring those directions are carried out in a manner consistent with the policy, standard or framework. The position will provide recommendations to the Director on actions to implement policies, standards and frameworks, and identifying and carrying out any amendments or updates that are required to the documents. The Manager will also identify commitments, including Business Plan and one-pass planning commitments, related to the implementation of the policy, standard or framework.

Purpose of the Position/But du poste

The SP is primarily responsible for the management of the development, monitoring and implementation of national frameworks, operational approaches, and services delivery standards for assigned portfolios of Canadian Coast Guard (CCG) national programs. This position will be the senior specialist responsible for the Preparedness & Response programs or the Marine Navigation programs. In doing so the Manager plans and manages the development of strategic policies and directives that guide the national delivery of assigned programs. The position also provides recommendations to the department senior management for the coordination and continual development of CCG programs.

Group Allocation /Allocation du groupe

(Canada Gazette du Canada, Part/Partie I, March 27 mars 1999)
(Table of Concordance, Canada Gazette du Canada, July 17 juillet, 2004, retroactive/rétroactif to/au March 18 mars 1999)

The SP primary responsibility meets the Program and Administrative Services (PA) Occupational Group definition and more specifically the PM inclusion 2 which "*comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public*" as the SP responsibility is to manage the development, planning, monitoring and the implementation of national frameworks, operational approaches and services delivery standard for an assigned portfolio of Canadian Coast Guard national programs.

Exclusions do not apply.

Therefore, in accordance with the preceding statements and the Table of Concordance, the SP will be evaluated using the Program Administration (PM) Classification Standard.

Knowledge // Connaissances

Degree/Degré E2

334 Points

Program and Specialized/Technical

> **BM 24, Late and Non-Filer Programs Officer, at Degree D**, where the work requires knowledge of the enforcement provisions of the Income Tax Act and of the Canada Evidence Act, Departmental programs, policies and objectives, and jurisprudence and Court precedents, as well as Central Agency requirements related to program forecasts and budgeting. This is considered less than the SP, where the work requires strong leadership and team building skills to ensure collaborative effort of his unit and for managing and promoting new national policies, frameworks and services delivery standards to gain acceptance and increase engagement from management and key stakeholders. The SP requires more in depth program/project knowledge to provide expert advice and to interpret legislation and policies for national operations. The SP also requires a more in depth and greater breadth of specialized technical knowledge of program/project management practices to lead projects to achieve program objectives; principles and practices of sound financial management; changing trends affecting safety and efficiency and regulatory frameworks. The SP also requires expert knowledge of legislation and policy frameworks, including development of agreements with clients, stakeholders and partner national and international organizations to advance program objective.

= **BM 23, Chief, Corporation Assessing Section, at Degree E**, where the work requires knowledge of the Income Tax Act and regulations, Provincial Income Tax Acts, tax treaties. Tax convention with other countries, Federal-Provincial Tax Collection Agreements, and the Financial Administration is required as is an understanding of the Privacy and Information Acts. Knowledge of departmental objective, policies and procedures relative to the program is also required. Similarly, the SP requires a comprehensive knowledge of departmental legislation and related Acts and policies and objectives in order to recommend national strategies and policies for the program and framework planning and development as well. Both positions plan, organize and direct the development, the formulation and implementation of departmental goals, objective, policies and program application to the organization. Both positions provide recommendation/advice to management and provide functional direction to field staff. SP and BM require good knowledge of departmental objectives and governing legislation. The positions also require in-depth programs knowledge to provide an evaluation of national operations and to determine the requirement for new initiatives in keeping with the departmental objectives.

General Administration

< **BM 9, Advisory and Monitoring Officer, at Degree 1**, where the work requires knowledge of departmental procedures for disseminating guidelines to the field, developing work plans, replying to ministerial correspondence and completing travel claims. This is considered less than the SP, where the work requires knowledge related to project and personnel management. The work requires knowledge of financial management policies and procedures to plans and negotiates with other international institutions the harmonization of various treaties, protocols and agreement in relations to national program.

= **BM 23, Chief, Corporation Assessing Section, at Degree 2**, where the work requires knowledge of the departmental and control agency financial practices and procedures is required to effectively manage a Division within an allocated budget. Knowledge of personnel management and departmental procedures and practices relative to staffing and organization and classification concepts is also required in order to effectively utilize human resources. Knowledge of the applicable negotiated contract is essential as is knowledge of the methods and procedures for resolving union concerns or disputes. Similar to the SP, where the work requires management of financial and material resources assigned for the delivery of services; provides input to the financial and strategic planning process regarding Unit budget allocation. The SP also recommends to the director adjustments to operational plans and resources allocations to meet service delivery requirements/objective with regards to current and future program direction.

Decision Making // Prise de décision	Degree/Degré C3	223 Points
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Scope

> **BM 8, Chief, Passenger Terminal Operations, Vancouver International Airport, at Degree B**, where the work is performed in accordance with legislation and regulations and within the constraints of departmental policy and directives. Judgement is required when modifying procedures and systems in response to changing workload priorities. Judgement is also necessary when evaluating the effectiveness of the enforcement program and analysing complex operational problems. Recommendations are made to the Manager on matters such as the resolution of major operational problems, the development of policy and procedures, and human and financial resource requirements. This is considered less than the SP, where the work requires planning and managing a program as well as development of strategic options and positions to attain Government of Canada policy objective with regards to the CCG program activities. Judgment is required when representing Canada and CCG at various national and international fora to address contentious issues, plan and negotiate with other organizations the harmonization of treaties, protocols and agreements to advance program objectives. Judgement is also required in providing advice and recommendations as a subject matter expert to stakeholders and senior management with respect to alignment, capacity, managing risk and costs, and to improve services delivery and national procedures, as well as managing the development of national policies, standards, frameworks and directives to be used and applied by internal staff and other national and international stakeholders.

< **BM 7, Tariff Classification Policy Specialist, at Degree D**, where the work requires significant input to the development of changes to national programs, including the development of new policies and guidelines and recommending changes to legislation, as well as goals and objectives related to such programs. Decisions are made within the legislative frameworks of the tariff programs. Judgement is required to identify the need for new policies and assess the implications of precedent-setting Court decisions in terms of legislation, resources and administrative requirements of clientele. Judgement and initiative is required to resolve problems of definition, interpretation and the intent of clauses; to assess their operational impact on the

department and industry, and in proposing and conducting projects, research and investigations of sensitive and complex issues of significant importance. The Customs Tariff is a key economic policy instrument and the system of applying it is highly judgemental and often politically sensitive, therefore judgement is required to modify the format of proposed legislation where correct and consistent application is critical to the administration of other provisions of Customs Tariff. The SP is considered less than BM 7 since the SP is more focus on managing the development, implementation and adoption of policy decisions and ensuring that policies are aligned nationally. The BM recommends legislative changes but the SP has to interpret legislation and other policy instruments. In addition, the SP contributes to the development of policies, service delivery standards, frameworks and procedures.

= **BM 24, Late and Non-Filer Program Officer, at Degree C**, where recommendations are made on the development of national programs, policies and goals to meet field office needs. Sound judgement and initiative are required to develop guidelines for use by field offices in the areas of enforcement, prosecutions, non-filer project development and locating techniques. Analytical abilities are required to develop program forecast input. Sound judgement is required in providing advice to field offices on the application of policies, precedents and procedures to resolve operational problems as well as in the development of third party contacts. Recommendations for corrective action required as a result of functional audits and monitoring activities are made within the context of Departmental policies. This is similar to the SP, where the work requires leadership to lead projects to research, develop and/or implement change. Judgement is required to participate and contribute to the development of national policies, service delivery standards and frameworks to be used/applied by senior management and staff and to provide advice on how to apply them. Judgement and initiative are required when representing Canada and CCG to address contentious issues, plans, and international agreements, protocols and treaties. Recommendations are made to the Director and senior management of CCG.

Impact

> **BM 17, Benefit Program Officer BC/Yukon Region, EIC, at Degree 2**, where decisions on policy and procedural changes arising from the interpretation of the Act and regulation, national policies and directives, and as a result of monitoring reviews effect the efficiency and effectiveness of Industry operations, including the quality of adjudication, the operation of Boards of Referees and the appeal process, across the BC/Yukon region. Recommendations for appeals to the Umpire or to the Federal Court, where it is judged that the Board has erred in law, acted capriciously or did not exercise the principles of natural justice, can result in the establishment of legal precedents. This is considered less than the SP, where decisions and recommendations affect the efficiency and effectiveness of program, policies and strategies operated across CCG. Decisions also have an impact on internal clients, as well as on external clients such as other federal departments and agencies, the United States Coast Guard and other International agencies.

< BM 7, Tariff Classification Policy Specialist, at Degree 4, as the position constitutes the highest level of expertise in the Department and where the work requires developing national Tariff Classification policies which affect all importers of the goods as well as the amount of revenue collected by the Department. Poorly defined policies or policies lacking industry support may be challenged at the Tariff Board or in the Courts involving additional expenditures for both the Department and the industry concerned. Decisions affect future Departmental application of the Customs Tariff Act and can impact on the use of Field Operations resources. They may also affect the legislation programs of other government departments. Decisions affect Canadian industries' ability to remain competitive. This is considered greater than the SP, where the decisions and recommendations made by the SP affect the delivery of CCG national marine service plans, programs, policies and strategies and not the legislation like the BM. The SP's recommendations impact marine navigation operations and may also impact internal clients, as well as external clients such as other federal departments, national and international users. In addition, unlike BM 7, the SP is not the highest level of expertise in the department.

= BM 24, Late and Non-Filer Program Officer, at Degree 3, where decisions and recommendations affect the efficiency and effectiveness of national late and Non-Filer programs, policies, procedures and resources. Decisions also affect the degree of public awareness relative to unlawful practices resulting in prosecution and multiple-year assessments. This is similar to the SP, where decisions and recommendations affect the efficiency and effectiveness of the national policies, programs and strategies. Decisions also have an impact on senior management, as well as on external clients such as other federal departments, national and international users. Without the marine services programs, the needs and perspectives of all stakeholders would be difficult to identify, there would not be a means to resolve complex harmonization issues and advance integrated navigation services.

Operational Responsibility//Responsabilité opérationnelle Degree/Degré D2
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75 Points

Nature of Responsibility

> BM 17, Benefit Programs Officer, BC/Yukon region, at Degree C, where the work requires determining the adequacy and the monitoring of Insurance program activity across the region to assess the efficiency and effectiveness of operations, as well as compliance with and adequacy of national and regional operational policies and procedures. The work entails responsibility for identifying problems, recommending remedial action and training of staff. Expert technical advice is provided to Insurance staff and management. This is considered less than the SP, where the work requires managing and contributing to the development and implementation of national policies and programs related to marine services activities. This involves the engagement of multi-stakeholders from the department, other government departments and national/international organization. The work also requires responsibility for developing, monitoring and implementing policies, frameworks, agreements, protocols, treaties, procedures and service delivery standards, and providing functional direction to staff.

< BM 7, Tariff Classification Policy Specialist, at Degree E, who is responsible for planning, developing, writing and implementing new policies and procedures to be administered by HQ and Regional staff, which impact a variety of industry sectors. At Degree E the work requires developing new policy in a unique program responsibility and gives advice as department policy specialist. Whereas the SP manages the development and the implementation of Marine Navigation policies and procedures and only impact on concerned staff and client.

= BM 24, Late and Non-Filer Program Officer at degree D, where the work requires providing functional planning, development and implementation of national and regional programs, enforcement and administrative techniques and procedures for field offices. It entails the appropriate monitoring systems and functional audit procedures to assess field operations, programs and policy results. It also entails the interpretation and application of legislative and Departmental policies and objectives. Technical expertise and assistance is provided to field offices in the areas of prosecution and project development. This is similar to the SP, where the work requires managing and contributing to the development of policy and program frameworks. Both positions evaluate program delivery for efficiency and effectiveness of programs, service delivery standards, frameworks, agreements, protocols, and treaties. Recommendations and advice and guidance are provided to senior management, personnel and external clients and stakeholders on complex and difficult operations. Like BM 24, the SP provides functional direction to project staff.

Nature and Size of Subordinate Organization

Degree 2

Although, SP has line responsibility, it has a greater responsibility for staff. The SP's primary role is one of staff responsibility for developing program or operational policies and procedures administered by others and ensuring their correct interpretation and application for a complex organization which is Canadian Coast Guard. The Canadian Coast Guard (CCG) owns and operates the federal government's civilian fleet, and provides key maritime services to Canadians. As a Special Operating Agency of Fisheries and Oceans Canada (DFO), the CCG helps DFO meet its responsibility to ensure safe and accessible waterways for Canadians. The CCG also plays a key role in ensuring the sustainable use and development of Canada's oceans and waterways.

Contacts//Contacts	Degree /Degré 3	110 Points
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> BM 3, Office Manager/Adjudicator, Passports, at Degree 2, where the work requires obtaining additional information to resolve urgent cases. It also requires explaining reasons for decisions and providing advice regarding further possible courses of action. This is considered less than the SP, where the work requires leading consultation processes with other government departments, national and international stakeholders and partners to identify the needs and perspectives of all stakeholders, resolve complex harmonization issues, as well as negotiate with the stakeholders to ensure that DFO's position is clearly stated and that goals and objectives of

the department are promoted. The SP is required to seek agreement on matters of complex natures.

< BM 4, Director Compliance Division at Degree 4, where the work requires negotiating agreements with other law enforcement agencies such as the RCMP, Ontario Provincial Police, US Border Patrol and US Department of Agriculture to participate in investigations pertaining to violations of agricultural acts and regulations and suppress illegal activities. Coordinates joint investigations and obtains commitment from major enforcement agencies respecting enforcement methods, manpower deployment and tasks, joint charges, and follow-up recommendations involving preventative policy changes and legislative requirements. Agreements are also negotiated with the RCMP and Revenue Canada involving the sharing of information by automated means for enforcement of laws administered by Agriculture Canada governing the exportation and interprovincial movement of agriculture products and animals. This is greater than the SP, where the work requires interacting with key departmental senior management and other stakeholders on strategic issues and to ensure the interest and positions of the CCG and the Department are clearly articulated and defended at interdepartmental meeting and forums.

= BM 24, Late and Non-Filer Programs Officer at Degree 3, where the work requires reaching agreement with senior officials of other Government Departments and Agencies, Provincial Agencies, representatives of the Internal Revenue Service (USA) and private national and provincial company officials, either on a project or case-by-case basis, on the criteria and procedures to be followed for the provision or receipt of information required to support enforcement activities, or for various other purposes. This is similar to the SP, where the work requires representing Canada, the department and the Canadian Coast Guard at various national and international fora as a subject matter expert to represent Canada's interests, address contentious issues, plan and negotiate with other national and international organizations the harmonization of various treaties, protocols, and agreements in relation to the assigned program portfolio. There is a requirement to provide guidance to senior management and to provide advice for the development and modification of departmental policies and operational procedures. Like BM 24, the SP is required to liaise with national/international agencies and represent CCG.

Whole Job Comparison // Comparaison globale du travail

Overall the SP compares best with **BM 24, Late and Non-Filer Programs Officer**, both positions operate within a similar organizational structure with a similar reporting relationship. Though, SP is rated higher for two factors; Knowledge/General Administration and the Operational Responsibility (Nature and Size of Subordinate Organization).

Both require a comprehensive **knowledge** of departmental legislation and related Acts and policies and objectives in order to analyze, assess and recommend strategies and policies for the planning and delivery of programs/projects. The SP requires more in-depth program/project knowledge to provide expert advice and to interpret legislation and policies for national operations. The SP also requires a more in-depth and greater breadth of specialized technical knowledge of program/project management practices; principles and practices of sound financial management; changing trends affecting safety and efficiency and regulatory frameworks. The SP also requires in-depth knowledge of legislation and policy frameworks, including agreements with clients, stakeholders and partner national and international organizations.

Operational Responsibility is similar in that both the BM and SP are staff positions and provide advice & guidance to others who administer operational policies and procedures. Both also provide technical expertise to senior management and external clients and stakeholders on complex and difficult operations, as well as monitoring, evaluating and assessing the implementation of programs and policy for effectiveness and efficiency.

The BM and SP have similar **decision making** scope and impact since recommendations are made on national programs, policies and goals to meet organization needs, and decisions impact the efficiency and effectiveness in which plans, projects/programs and strategies are operated.

Contacts are similar in both positions as they consult to reach agreements with stakeholders, industry, other government departments or agencies, senior management and foreign government agencies and international partners.

Summary/Sommaire

Factor/Facteur	Degree/Degré	Points
Knowledge	E2	334
Decision Making:	C3	223
Operational Responsibility:	D2	75
Contacts:	3	110
TOTAL POINTS:		742


GROUP & LEVEL/GROUPE ET NIVEAU:

PM-06 (721-1000)


APPROVED BY/APPROUVÉ PAR :

We, THE UNDERSIGNED, attest that we have participated in this Classification Evaluation Committee in accordance with Public Service values and ethics code as well as related policies and guidelines, that we approve the above-noted results, and that, to the best of our knowledge, we are not related to any incumbent(s) of Subject Position(s), and that the nature of our association, if any, with the incumbent(s) is such that we can render decisions in an impartial manner.

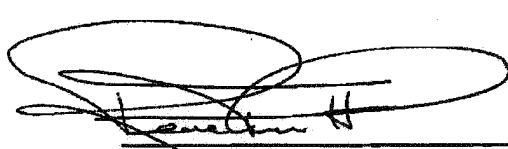
Nous, LES SOUS-SIGNÉS, attestons avoir participé à ce Comité d'Évaluation de la Classification conformément aux Code des Valeurs et d'Éthique pour la Fonction Publique et aux politiques et lignes directrices applicables, que nous approuvons les résultats mentionnés ci-haut et qu'au meilleur de nos connaissances, nous n'avons aucune relation avec les titulaires des Postes Sujets et que la nature de notre association avec les titulaires, s'il en est, est telle que nous sommes en mesure de rendre des décisions d'une manière impartiale.


Janie Beauséjour, Chairperson
National O&C Advisor, OCCOE, DFO

13 dec 2012
Date


Nancy Lalonde, Member
Senior National O&C Advisor, OCCOE, DFO

13 dec 2012
Date


Réal Thibault, Member
Director,
National Marine Communication and Traffic Services
Canadian Coast Guard/DFO

3 Dec 2012
Date



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste 00117634 & 00117635	Position Title - Titre du poste Manager, Marine Navigation Policies
Position Classification - Classification du poste PM-06	National Occupation Code - Code national des professions 4161
Department/Agency - Ministère/organisme Department of Fisheries and Oceans	Effective Date - Date d'entrée en vigueur 1-OCT-2012
Organizational Component - Composante organisationnelle Canadian Coast Guard (CCG) - Program Requirements	
Geographic Location - Lieu géographique Ottawa (ON)	Job/Generic Number - Numéro d'emploi / de générique RMWD # 0000099521
Supervisor Position Number Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant Director, Marine Navigation Director, Preparedness and Response
Supervisor Position Classification - Classification du poste du surveillant EX-01	
Language Requirements - Exigences linguistiques Bilingual Imperative	Linguistic Profile - Profil linguistique CBC/CBC
Communication Requirements - Exigences en matière de communication Both English/French	
Office Code - Code de bureau 100588	Security Requirements - Exigences en matière de sécurité Secret

Client Service Results - Résultats axés sur le service à la clientèle

Management of the development, monitoring, and implementation of national frameworks, operational approaches, and service delivery standards for an assigned portfolio of Canadian Coast Guard national programs.

Key Activities - Activités principales

As the senior specialist responsible for an assigned portfolio of Coast Guard programs, plans and manages the development of strategic policies and directives that guide the national delivery of the assigned program portfolio. Provides recommendations to the department's senior management for the management and continual development of the assigned Coast Guard program portfolio.

Plans, develops and manages the monitoring of national performance standards to assess the delivery of the assigned program portfolio, and analyzes the results in order to make strategic recommendations about the delivery and future direction of the programs. Plans, develops and implements long-term visions and strategic directions for the assigned program portfolio to ensure programs continue to meet

published levels of service and evolving client needs, while remaining efficient and cost effective for Canadians.

Identifies, develops, and plans the implementation of national policies and standards for the assigned program portfolio to ensure consistency and conformity with domestic and international maritime standards, rules, obligations, regulations, and laws.

Represents Canada, the department and the Canadian Coast Guard at various national and international fora as a subject matter expert to represent Canada's interests, address contentious issues, plan and negotiate with other national and international organizations the harmonization of various treaties, protocols, and agreements in relation to the assigned program portfolio. Leads the domestic implementation and adoption of international treaties, protocols, and agreements as related to the assigned program portfolio.

Oversees and coordinates activities to manage and maintain positive stakeholder relations (both domestic and international). Proactively supports strategic partnerships with a range of domestic and international stakeholder organizations to discuss contentious or strategic issues, establish frameworks and facilitate collaborative management, resolve key program-specific issues, and provide advice on alternative strategies and approaches.

Plans and manages the development of strategic options and positions to attain Government of Canada policy objectives with regards to assigned Canadian Coast Guard program activities. Promotes assigned Canadian Coast Guard programs' interests and positions with other federal departments and agencies, the provincial and territorial governments, Canadian business and non-governmental organizations, foreign governments and international agencies, foreign business and non-governmental organizations, and the Canadian public.

Liases with other areas of the Coast Guard, the department, other federal partners, industry, non-government organizations, and international organizations to identify real or potential impacts on the delivery of portfolio programs. Identifies, develops and directs the implementation of strategies, plans, and operations to effectively address these impacts, in a manner that is consistent with the Coast Guard's and departments strategic and operational priorities.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	Signature _____ Date _____
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	Signature of Supervisor – Signature du surveillant _____ Date _____
Authorization – Authorisation	
Name of Manager – Nom du gestionnaire	Manager's Signature – Signature du gestionnaire _____ Date _____

Skill – Habiletés

Knowledge of theories and principles of program management to manage the development, monitoring, and implementation of national frameworks, operational approaches, and service delivery standards for an assigned portfolio of Canadian Coast Guard national programs.; set/discuss objectives and budgets, define critical paths; conduct impact assessments of various initiatives.

Knowledge of theories, principles, methods and techniques of research for policy development in order to: plan and manage the development of the strategic policies and directives guiding the delivery of the assigned national Canadian Coast Guard program portfolio; provide input and recommendations for the continued development and management of the assigned Canadian Coast Guard program portfolio; provide expert advice to the Director and senior management, and support the development of sound policy and impact analyses; policy formulation, policy development and policy research to gather and analyze data and develop options, strategies and recommendations on complex operational policy issues related to the mandate of the CCG.

Knowledge of theories and principles governing organization and management to manage the development of management and performance reporting frameworks, strategies and alternatives for the assigned Canadian Coast Guard program portfolio; manage the provision of advice and management for the development of reporting frameworks to improve Program strategies, and develop and manage performance measurement and project management activities to evaluate effectiveness and quality of the assigned Canadian Coast Guard program portfolio operations.

Analytical, risk management and problem solving skills to plan, organize, review and evaluate the work of the section, to identify trends and emerging issues, to assess the degree and nature of impact that these will have on the assigned Canadian Coast Guard program portfolio, other CCG and stakeholder programs, and to develop recommendations and creative solutions to enhance and ensure continued program delivery.

Communication, consultation and negotiation skills to: to represent Canada's interests, address contentious issues, plan and negotiate with other national and international organizations the harmonization of various treaties, protocols, and agreements in relation to the assigned program portfolio; lead the domestic implementation and adoption of international treaties, protocols, and agreements as related to the assigned program portfolio; plan and manage the development of strategies and tools to manage stakeholder relations (both domestic and international) and other communications activities; plan and develop and support strategic partnerships with a range of stakeholder organizations domestically and internationally to discuss strategic issues, establish frameworks and facilitate collaborative management, resolve key program-specific issues, and provide advice on alternative strategies and approaches; and promote assigned Canadian Coast Guard programs' interests and positions with other federal departments and agencies, the provincial and territorial governments, Canadian business and non-governmental organizations, foreign governments and international agencies, foreign business and non-governmental organizations, and the Canadian public.

Knowledge of assigned Canadian Coast Guard programs portfolio specific subject-matter; knowledge of program administration theories, principles, practices and processes including negotiation methodologies and processes for collaboration. Knowledge of the assigned Canadian Coast Guard program portfolio program and framework planning and development as well as the agreements in existence between DFO/CCG regional offices and other stakeholders (both domestic and international). These are required for the effective management of the functions.

Knowledge of methods, techniques and practices associated with information management and data evaluation. This knowledge is required in order to gain sufficient understanding of the assigned Canadian Coast Guard program portfolio and potential performance elements, develop performance evaluation analysis, analyze client feedback and surveys to gauge the extent to which the assigned Canadian Coast Guard programs are achieving stated objectives.

Knowledge of consultation techniques and practices to maximize the effectiveness of interactions with key departmental senior management and other stakeholders of strategic issues and to ensure the interests and positions of the CCG and the Department are clearly articulated and defended in external meetings and forums. Consultation knowledge includes: identification of key persons with whom consultations need to occur; understanding the implied commitments associated with formal and informal consultations; techniques to withhold information while maintaining solid relations with other parties; and the techniques to summarize key points for the conclusions reached that will best impact on and remain with the involved target publics.

Effort - Efforts

Intellectual efforts are required to:

Manage the conduct of studies of other Countries Navigation Systems programs to recommend changes to the assigned Canadian Coast Guard program portfolio. Provide authoritative advice, direction, research and guidance on international, national, regional, departmental and other policies affecting Canadian Coast Guard programs, policies, guidelines, and regulations to DFO senior management and to Departmental Canadian and International partner organizations.

Contribute authoritative advice and recommendations to the development of communication policies and strategies, promote awareness, support and partnership opportunities. Effort is increased by the need to develop guidelines and criteria for project proposals, and provide related advice and support to the assigned Canadian Coast Guard programs.

Provide recommendations to the Director on actions to implement policies, standards and frameworks, and identifying and carrying out any amendments or updates that are required to the documents. Identify commitments, including Business Plan and one-pass planning commitments, related to the implementations of the policy, standards or frameworks.

Plan and direct the development of responses to major or sensitive issues as they relate to the assigned Canadian Coast Guard programs. Effort is increased by the need to develop and maintain a critical knowledge of major current and emerging Canadian Coast Guard assigned programs and program-policy issues, potentially sensitive situations, and the issues and priorities of the Department with regards to support for navigation services. Effort is also increased by the need to manage the research, analysis, integration, consolidation and manage information from a variety of intra/interdepartmental sources (e.g. decisions, briefings, records, submissions, databases, and websites) and develop and prepare comprehensive analyses, briefings, summaries, synopses and reports that can potentially impact on the assigned Canadian Coast Guard program portfolio priorities and operations.

Manage the overall service delivery frameworks and processes for the day-to-day management of the assigned Canadian Coast Guard program portfolio. Effort is increased by the need to manage the development of a national performance management and measurement system for the assigned Canadian Coast Guard program portfolio. Ensure that the performance measurement system are linked with the Department's strategic direction, and that they accurately measure Program activities, outputs and outcomes at all regional offices across Canada in a consistent way and to identify areas for improvement and obtain reliable information and data on which to base decisions concerning the current and future allocation of resources to the Programs. Effort is increased by the requirement to obtain buy-in by management and staff at Headquarters and in the regions for the performance measurement system.

Manage performance evaluation exercises to identify areas requiring corrective action, define potential process improvements, and explore the impact of other efficiencies, such as the possibility for increased sharing of work between offices in each region, and potentially between regions, to enhance efficiency,

effectiveness and national consistency. Manage the development of business cases to effect performance improvements and lead associated programs to achieve efficiencies and cost effective use of limited program resources.

Provide innovative thinking to resolve problems encountered in the research, analysis, development and implementation of new planning and reporting processes and systems, which will have a sustainable effect on the delivery of operations. Effort is made more difficult when immediate and previous solutions are not available to draw upon.

Manage the development of strategic assessments of the risk to the assigned Programs. Leads the provision of environmental scans of risks to the organization, and provides authoritative support to projects to mitigate identified risks. Leads critical research and analyses to support the development of the corporate risk profile, a key component to the successful implementation of the CCG/DFO's vision and mission and a component of the government-wide Management Accountability Framework.

Develop, review and approve briefing notes, discussion papers, reports and ministerial correspondence. Manages responses to key inquiries and complaints from stakeholders, public and other interest groups and concerns and questions regarding the implementation and operations of the assigned program portfolio.

Manage responses to frequent demands for information, and assistance on issues which require thinking and fast turnaround; constraints include the work being conducted in an environment where change and accuracy is a dominant factor, sometimes within tight time frames, client demands, changing user requirements and expectations, and the need to consult with stakeholders, which limit or interrupt the time available to ensure accuracy.

Responsible for policy-related Departmental memoranda, directives, policies, and procedures manuals for use by CCG Regional Operations personnel, related to broad or general assigned programs.

Physical

The work requires some extended periods of sitting when keyboarding, delivering presentations and attending meetings.

Responsibility - Responsabilités

Human Resources

Full responsibility to plan, to assign work, to supervise and to evaluate the performance of assigned staff. Recommends training for staff to learn/enhance/maintain technical and management skills. Leads and/or participates in projects to research, develop and/or implement change. Initiates and leads the work of multidisciplinary research, analysis, and assessment project teams, establishing work objectives, establishing activity and work plans, defining priorities, co-ordinating the work, evaluating results and ensuring follow up.

Provides guidance to subordinates in the implementation of national policies, standards and frameworks, and ensuring those directions are carried out in a manner consistent with policy, standards or frameworks.

Leads or participates in Directorate, Sector, Departmental, interdepartmental, intergovernmental and international committees and working groups. Plans and negotiate with other international institutions the harmonization of various treaties, protocols, and agreements in relation to the assigned Canadian Coast Guard programs.

Financial

Manages financial and material resources assigned for the delivery of services; provides input to the financial and strategic planning process regarding Unit budget allocations. Plans, develops and directs strategic and business/operational plans, service delivery and monitoring frameworks, business cases, policies and strategic directions. Recommends to the Director adjustments to operational plans and resource allocations, to meet service delivery requirements/objectives with regards to current and future program directions, and recommend modifications to programs to meet CCG needs.

Technical

Responsibility for the use of a computer, the use and maintenance of office equipment such as fax and photocopier.

The incumbent works within established Departmental policies and guidelines; work is subject to general guidance and reviewed with the Director. Errors of judgment would have significant adverse impact on the ability of the CCG and its' Regions to effectively deliver on the mandate, affect relations with clients, DFO and domestic and international stakeholders as well as reflect negatively on the federal government.

Working Conditions - Conditions de travail

Physical

The incumbent works in an office, which meets all established standards for health and safety.

Psychological

The work may lead to periods of stress as a result of exposure to conflicting and changing priorities, tight deadlines, multiple and often competing work demands, and the need to be responsive to the needs and demands from senior level authorities and the high demands of quality and accuracy in the work.

Additional Information- L'information additionnelle

N/A

8. JOB/GENERIC NUMBER 395, DECISION 25008

(NEW NMWD 40125, DECISION 57862)

Superintendent Maritime SAR – PM-06

Position 57942

Position 58345

Position 72537

Position 71786 (ABO)

Position 54747 (ABO)

WD & Rationale



WORK DESCRIPTION - DESCRIPTION DE TRAVAIL

Position Number - Numéro du poste	Position Title - Titre du poste Superintendent Maritime Search & Rescue	
Position Classification - Classification du poste PM-06	National Occupation Code - Code national des professions 0713; Job code: 519855	
Department/Agency - Ministère/organisme Fisheries and Oceans		Effective Date - Date d'entrée en vigueur
Organizational Component - Composante organisationnelle Canadian Coast Guard (CCG)		
Geographic Location - Lieu géographique	Job/Generic Number - Numéro d'emploi / de générique NMWD 40125 (395); Decision 57862 (25008)	
Supervisor Position Number - Numéro du poste du surveillant	Supervisor Position Title - Titre du poste du surveillant Director, Marine Services	
Supervisor Position Classification - Classification du poste du surveillant EX-01		
Language Requirements - Exigences linguistiques		Linguistic Profile - Profil linguistique
Communication Requirements - Exigences en matière de communication		
Office Code - Code de bureau	Security Requirements - Exigences en matière de sécurité	

Client Service Results - Résultats axés sur le service à la clientèle

The saving of human lives and minimizing of injuries and property damage for persons working on, traveling on, or using those waters that the Canadian Coast Guard has regional responsibility for.

Key Activities - Activités principales

- Managing program delivery of the marine component of the Federal SAR Program within the regional area of responsibility and participating in the national SAR team in order to contribute to national direction setting and policy development.
- Managing the development, organization, delivery and evaluation of the regional SAR Preparedness Program which encompasses exercising, technical training, evaluation, the Inshore Rescue Boat Program, the Rescue Specialist Program and CCG Auxiliary activities.

- Managing the development, implementation and evaluation of regional SAR operational standards and procedures and providing input in the development of national standards, guidelines, policies, and contingency planning for SAR response and preparedness.
- Managing risk and needs analyses relevant to delivery of SAR Programs leading to the identification and definition of program demands for SAR resources.
- Managing the SAR Division and its financial, human and material resources.
- Developing, implementing and directing programs, initiatives and MOU's to ensure effective regional coordination for the provision of a seam-less SAR service and cooperation between stakeholders and partners.
- Initiating, reviewing and evaluating SAR research and development efforts.

Employee's Statement – Déclaration de l'employé	
I have been given the opportunity to read and comment on the content of this work description. J'ai eu l'occasion de lire et commenter le contenu de cette description de travail.	
Name of Employee – Nom de l'employé	<div style="text-align: right;">_____ Signature Date</div>
Supervisor's Statement – Déclaration du surveillant	
This work description accurately describes the work assigned to this position. Cette description de travail décrit adéquatement le travail assigné à ce poste.	
Name of Supervisor – Nom du surveillant	<div style="text-align: right;">_____ Signature of Supervisor – Signature du surveillant Date</div>
Authorization – Autorisation	
Name of Manager – Nom du gestionnaire	<div style="text-align: right;">_____ Manager's Signature – Signature du gestionnaire Date</div>

Skill - Habiletés

Knowledge of Search and Rescue programs and policies, a basic understanding of marine operations, navigation and communication, as well as, knowledge of coastal and offshore geography within regional area of responsibility. Knowledge and understanding of principles, techniques and procedures respecting policy development and the planning, implementation and management of SAR programs and the procedures, standards and practices relevant to the control of SAR planning and the coordination of multi-party initiatives.

Knowledge of principles and procedures relevant to: development and implementation of performance measurement mechanisms and indicators; conduct of risk/needs analysis and the identification of program demands and resource needs; evaluation of SAR equipment and procedures for operational effectiveness; design, development and delivery of SAR training and exercising initiatives; human resource planning and the recruitment, supervision, motivation and evaluation of staff; and financial management and the administration of budgets and material resources.

A comprehensive knowledge of and skill in the interpretation and application of a broad legislative framework governing SAR activities in Canada under the: British North America Act, Fisheries Act, Oceans Act, Canada Shipping Act, Aeronautics Act, and the Criminal Code. Knowledge of relevant legislation and regulations respecting financial, human resource, material management and contract administration such as the Financial Administration Act (FAA), the Public Service Employment Act (PSEA), Public Service Staff Relations Act (PSSRA), Canada Labour Code, Access to Information Act, Privacy Act, Treasury Board Travel Directives, Collective Agreements, and Security Directives.

Effective communication and negotiating skills are required in order to interpret information, convey messages, testify in court and inquiries, respond to the media, consult with stakeholders on levels of service, to negotiate agreements with partners, stakeholders and service providers and to prepare briefing notes and reports.

Effort – Efforts

Effort is required to: analyze and adapt national policy directives and program strategies from functional headquarters to meet regionally specific program delivery and operational objectives and to provide recommendations and input for national SAR policy initiatives; analyze and interpret a complex legislative framework and formulate standards, guidelines and procedures for regional SAR operational activities and contingency planning for SAR response and preparedness; develop and implement performance measurement mechanisms and criteria that accurately reflect program delivery efficiency and cost-effectiveness; analyze and evaluate operational capabilities of CCG and SAR stakeholders to determine regional SAR preparedness levels, develop and implement performance standards, and develop and deliver technical training and exercising to meet regional objectives; participate with the CCG Auxiliary Executive in the development of their annual Business Plan in order to negotiate the inclusion of CCG priorities; to perform long/short term SAR risks and needs analyses to identify program requirements for vessels, aircraft and personnel; and to analyze and evaluate regional program delivery and client service objectives respecting SAR preparedness to determine optimum strategies for program implementation, coordination and administration of the Inshore Rescue Boat Program, the Rescue Specialists Program, the CCG Auxiliary Program, and the Training and Exercising Program.

Effort is required to: manage the financial resources of the SAR division through effective financial planning, development of annual salary and operating budgets, short/long term capital plans and resource allocation contingency plans; manage alternate funding sources such as New SAR Initiative Funds and partnership arrangements; manage, direct and supervise the staff of the SAR division which involves developing human resource plans that address recruitment, training, performance evaluation, discipline, motivation, promotion, succession, resource allocation scenarios and the delegation of authority to subordinate supervisors; and the management of the material resources including life-cycle management and contracting for goods and services.

Responsibility - Responsabilités

Managing the marine component of the Federal SAR Program entails responsibility for the planning, development and implementation of policies, program delivery priorities and strategies, operational standards, procedures and objectives, and performance measurement mechanisms and indicators. There is responsibility for the planning, development, organization, delivery and evaluation of the regional SAR Preparedness Program which involves implementation, direction and oversight of relevant program

components such as the Inshore Rescue Boat Program, the Rescue Specialist Program, CCG Auxiliary, exercising, technical training, and the development of performance standards for the CCG, CCG Auxiliary, other departments/agencies, industry and volunteer organizations.

There is ongoing responsibility to: perform or direct risk/needs analysis to identify and define program demands for vessels, aircraft and personnel; analyze maritime SAR needs and corresponding resources and facilities; evaluate and plan for SAR equipment and procedures; provide recommendations and input in the development of national standards, guidelines, policies and contingency planning for SAR response and preparedness; represent the region/department in providing expert advice on SAR policies and procedures and in establishing partnerships, agreements and MOU's with other agencies and stakeholders at the regional, national and international level; and to participate in fora such as the Canadian Marine Advisory Committee (CMAC), regional stakeholder meetings and interdepartmental meetings, and to represent Canada at international fora such as the International Maritime Organization (IMO), the International Lifeboat Federation (ILF) and other organizations on matters pertaining to maritime Search and Rescue.

Working Conditions - Conditions de travail

The work is primarily performed in a climate-controlled office environment at a desk or workstation. There is a frequent requirement to move within the facility when meeting with staff and directing the activities of the division. There is a regular requirement to travel to national headquarters and other regions for meeting and to international venues when attending conferences or exercises and representing the department in the establishment of international SAR agreements. There is an occasional requirement to expend greater effort when boarding vessels and climbing ships ladders during inspections, evaluations and exercises to determine vessel SAR capabilities and when meeting with Coast Guard ship personnel respecting SAR activities.

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CLASSIFICATION RATIONALE

Sector:	Canadian Coast Guard
Division:	Maritime Services
Section:	Search and Rescue
Position Title:	Superintendent, Maritime Search and Rescue
National Occupational Classification (NOC):	0713
Position Number:	
Decision Number:	25008
Classification:	PM-06
Supervisor:	Director, Maritime Services
NMWD ID no.:	395

Context

The Search and Rescue Federal Program is a Government of Canada program co-managed by six major departments, including the Department of Fisheries and Oceans through Canadian Coast Guard (CCG). CCG is responsible for the operational support of the marine SAR program jointly with the Canadian Armed Forces.

Considering that the SAR program in the regions is co-managed by different partners, CCG did not have a standard structure for all of the regions. CCG regional structures were developed differently throughout the years to ensure, with the Armed Forces, the management and delivery of the program.

At the end of the 1990s, CCG proceeded with a national reorganization of the SAR program in order to implement a standard structure for all the regions, by first abolishing the position of Superintendent, Rescue, Safety and Environmental Response, classified at the PM-06 level. The implementation of this structure was finalized in April 2005, which led to the creation of two National Model Work Descriptions: the Superintendent, Maritime Search and Rescue and the Regional Supervisor, Maritime Search and Rescue. The Superintendent, Maritime Search and Rescue was given more management responsibilities after the PM-06 position was abolished and was also given the responsibilities of SAR coordination services, by the creation of the Regional Supervisor, Maritime Search and Rescue position, subordinate supervisor, responsible for managing CCG SAR coordination services.

This NMWD considers the following aspects of the work:

- The management of SAR coordination services of the Joint Rescue Coordination Centre (JRCC) or the Maritime Rescue Sub-Centre (MRSC) was entirely delegated to the incumbent of the Regional Supervisor, Maritime Search and Rescue position.
- The model is no longer the point of contact for operations and must concentrate more on the management of the SAR program for the region.
- The model requires mostly knowledge of SAR programs and policies as well as an in-depth knowledge of the legislative framework governing SAR activities in Canada.

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Proposed effective date of the work description: Pacific Region - November 1, 2004
Other Regions - April 1, 2005

Note. For the purpose of this rationale, the subject position (SP) is in reference to the NMWD.

Purpose of the Position

The Subject position is responsible for the management of the national SAR program in the region, by planning, developing and implementing policies, standards, procedures, performance indicators, priorities and strategies for the delivery of the program.

Functions of the position

Managing program delivery of the marine component of the Federal SAR Program within the regional area of responsibility and participating in the national SAR team in order to contribute to national direction setting and policy development.

Managing the development, organisation, delivery and evaluation of the regional SAR preparedness program.

Managing the development, implementation and evaluation of regional SAR operational standards and procedures and provide input in the development of national standards, guidelines, policies and contingency planning for SAR response and preparedness.

Managing risks and need analyses relevant to delivery of SAR programs leading to the identification and definition of program demands for SAR resources.

Managing the SAR Division and its financial, human and material resources.

Developing, implementing and directing programs, initiatives and MOU's to ensure effective regional coordination for the provision of a seam-less SAR service and cooperation between stakeholders and partners.

Initiating, reviewing and evaluating SAR research and development efforts..

Group Allocation

Given the new direction of the CCG for the marine SAR program, the interdepartmental classification committee attempted to determine the *raison d'être* of the position by analysing the definitions of the Technical Services Group and the Program and Administration Services Group.

The interdepartmental classification committee first considered the definition of the Technical Services (TC) Group, which comprises positions that are primarily involved in the performance, inspection and leadership of skilled technical activities. Despite of the fact that the SP has leadership for technical aspects of the SAR program, the committee concluded that it did not meet the entire statement, since the functions are not mainly related to the execution and inspection of specialized technical activities, but are related to the management of the national SAR program in a region.

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The committee also considered the definition of the Program and Administration (PA) Group which comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or activities directed to the public or the Public Service. After reviewing the information presented by the Director, Security and Environmental Response and the information gathered through on-site reviews, the committee concluded that the SP met the definition of the PA group. Despite the fact that the SP requires a certain knowledge of the technical aspects of the SAR program, the main functions are related to the planning, development and implementation of policies, standards, procedures, priorities and strategies, as well as performance measurement mechanisms for the SAR program for the purpose of ensuring that the corresponding resources and facilities, and the various stakeholders, such as the CCG Fleet, follow national and international program standards, policies and requirements. In addition, the SAR program is intended for the public since its mission is to prepare search and rescue for the saving of human life, minimizing injuries and property damage for persons working on or travelling on waters for which CCG has a regional responsibility for.

In order to validate the group allocation, the committee also compared the position of Superintendent, Maritime Search and Rescue with the Superintendent, Environmental Response, classified at GT-07 group and level who is responsible for the management of the regional environmental response program. The main difference between these two positions is that the Superintendent, Environmental Response continues to be involved in clean-up operations when acting as On-Scene Commander during significant marine incidents, or when acting as director of operations and technical expert during incidents having a national impact. Unlike this position, the Superintendent, Maritime Search and Rescue is not involved in operational activities and must mainly manage the development, implementation and evaluation of operational procedures and standards. The functions related to the coordination of SAR services are entirely executed by the Regional Supervisor, Maritime Search and Rescue.

The SP meets inclusion 2 of the PA group which comprises positions involved in the planning, delivery and implementation or management of government policies, programs, services or other activities directed to the public or the Public Service, since the main functions are related to the management of the regional SAR preparedness for the saving of human life, the reduction of injuries or property damage for persons working on or traveling on waters for that the CCG has a regional responsibility. No exclusions apply.

In accordance with the Table of Concordance, the SP will be evaluated using the PM classification standard.

Knowledge	Degree D3	Points 312
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Programs and Specialized/Technical

The SP requires knowledge of SAR programs and policies, including principles, techniques and procedures concerning the development of policies, planning, implementation and management of SAR programs which encompasses exercising, technical training, evaluation, the Inshore Rescue Boat program, the Rescue Specialist program and the CCG Auxiliary activities. Also, the SP must have a thorough knowledge of the interpretation and application of a wide legislative framework governing SAR activities in Canada, namely the *British North-American Act*, the *Fisheries Act*, the *Oceans Act*, the *Canada Shipping Act*, the *Aeronautics Act* and the Criminal Code. This knowledge is required to manage the development, organisation, delivery and evaluation of the regional SAR preparedness program.

> BM 2, Airport Manager, Victoria, degree C, whose work requires knowledge of CATA policies, standards and guidelines governing the operation, safety and maintenance of the airport, airport and aviation technologies affecting operations, knowledge of commercial practices applicable to maintenance, material and procedures used in aircraft crash and rescue incidents as well as operational requirements of other departments. Unlike the BM, the SP requires a thorough knowledge of a wide legislative framework governing SAR activities in Canada, such as the *Fisheries Act*, the *Oceans Act*, the *Canada Shipping Act*, the *Aeronautics Act* and the Criminal Code, as well as fundamental knowledge of marine operations and navigation. This knowledge is required in order to analyse and adapt national directives, develop

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and implement performance mechanisms to evaluate the program and operational capacity, and to determine program requirements regarding ships, aircraft and staff.

< BM 4, Director, Compliance Division, degree E, where the work requires a knowledge of acts and regulations enforced by the Department of Agriculture, such as the *Agricultural Products Standards Act*, the *Dairy Products Act*, the *Feeds Act*, the *Meat Inspection Act*, the *Fruit, Vegetables and Honey Act*, etc. In addition, the work requires knowledge of technical standards and methods used for inquiries as well as of case law, Department of Justice publications and professional periodicals. Compared with BM, the SP requires knowledge of a legislative framework much less exhaustive than the BM where knowledge of several agricultural acts is needed. Unlike the BM, the SP does not require knowledge of the various acts applied by the Department of Fisheries and Oceans, but only of the SAR legislative framework.

= BM 14, Regional Manager, Investigation and Control, degree D, where the work requires knowledge of the Unemployment-Insurance Act and Regulations, of associated acts, programs and policies of the organisation as well as knowledge of computer systems and their applications with a view to develop program planning and administration strategies and policies. The SP requires knowledge of acts and regulations governing SAR activities, programs and policies, a fundamental understanding of marine operations and navigation and also of procedures and principles used to evaluate equipment and devise exercises and training in order to plan, develop and implement program delivery policies, priorities and strategies. The committee judged that the SP was comparable with the BM since both positions require knowledge of acts and regulations affecting their respective program, of policies and programs of their respective organisation as well as some knowledge of a specialised field. Consequently their degree of knowledge is considered equivalent.

General administration

The SP requires knowledge of acts and regulations concerning financial, human and material resources management, such as the *Financial Administration Act*, the *Public Service Employment Act*, the *Public Service Labour Relations Act*, the *Access to Information Act*, the *Privacy Act*, as well as various Treasury Board directives on travel, collective agreements and security directives. This knowledge is required to manage SAR resources, which encompasses financial planning, budgeting, resources allocation and expenditures, human resources planning and administration, establishment of partnerships, agreements and MOUs with other organisations in the region.

> BM 4, Director, Compliance Division, degree 2, whose work requires knowledge of financial and administrative directives of the department and knowledge of personnel management practices in order to manage the budget, review expenditures and use the human resources of the Division efficiently. The SP requires a higher degree of knowledge of general administration because he must not know only department's financial and humane resources directives, but also the acts and regulations governing financial, human and material resources, in order to ensure an efficient financial planning, prepare annual salary and operations budgets, short and long term capital plans, human resources planning, classification and staffing. In addition, the SP requires knowledge of other administration fields, such as material lifecycle management, storage of goods and security.

< BM 6, Manager, Winnipeg District, degree 4, where the work requires knowledge of personnel management policies, directives and programs as well as departmental practices in order to make an efficient use of 104 person-years working on a 24 hour-basis on several locations. It also requires knowledge of building and space management, collective agreements and of methods for solving problems raised by unions. Although the SP must know different acts and regulations on human, financial and material management, these are not applied to such a complex organisation with various occupational groups. In addition, the SP does not require as much in-depth knowledge of personnel and property management to identify required changes to facilities and ensure their maintenance.

= BM 2, Airport Manager, Victoria, degree 3, whose work requires knowledge of financial administration and other related fields such as procurement, control of inventory, telecommunications, mail and record-keeping to manage an airport with 34 employees. The classification committee judged that the SP was equivalent to the BM because they both require a diversified knowledge of the administration of

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organisations of similar complexity. The SP requires knowledge of personnel management to supervise and direct employees through a subordinate supervisor, of financial management to budget and distribute resources and expenditures, material and stock management concerning goods and services contracts, material lifecycle management, storage of goods and security.

Decision Making

Degree C4

Points 255

Scope

The SP requires initiative and judgment to manage the development, organisation, delivery and evaluation of the regional SAR preparedness program, develop, implement and direct programs, initiatives and MOUs for the efficient coordination and continuation of services, to analyse and adapt national orientation directives and functional program strategies, to plan, develop and implement policies, priorities, strategies, standards and emergency plans and to manage the financial, human and material resources of the Division in the region.

> BM 8, Chief Operations, Passenger Terminal, degree B, whose work is executed in compliance with acts and regulations and according to restraints imposed by departmental policies and directives. Judgement is required to modify procedures and systems according to traffic fluctuations, to assess the effectiveness of the program, to analyse contentious issues and investigate passenger complaints. Recommendations are submitted to the Manager, Vancouver International Airport District, on issues such as the resolution of important operational problems. Unlike the BM, the SP must not only modify procedures and systems but also plan, develop and implement policies, priorities and strategies on program delivery at the regional level. In addition, the SP must participate in the development of national standards, guidelines and emergency plans on SAR response and preparedness. Recommendations on program definition and requirements are made to the Assistant Commissioner Coast Guard and to the Manager, Search and Rescue at headquarter, classified at the GT-08 group and level.

< BM 4, Director, Compliance Division, degree D, where decisions are made in accordance with the objectives established by the Assistant Deputy Minister and involve developing and implementing a compliance program to investigate incidents involving infractions of the Acts and Regulations. Initiative and judgment are required to apply corrective measures in case of criminal activities which involves program, policy and changes prosecution or withdrawal of prosecution action. The SP requires a lesser degree of initiative because he must ensure the management of the SAR program in the region according to national standards, policies and guidelines developed at the headquarters level, the SAR manual developed by the International Maritime Organisation and according to national and international acts. Recommendations on the definition and delivery of the program are submitted to the national authority, the Manager, Search and Rescue.

= BM 2, Airport Manager, Victoria, degree C, whose work requires directing the safe, efficient and effective operation of airport facilities and services according to CATA policies, standards and guidelines and other federal objectives and regulations. For this, initiative and judgment are required to interpret policies, standards and guidelines, allocate resources, develop long term forecasts concerning users' requirements, negotiate maintenance levels with senior officers of other departments, direct the preparation of safety procedures and coordinate the activities of organisations responsible for responding to emergencies. The degree of initiative of the SP is equivalent to the BM because he must manage a regional program according to a legislative framework governing SAR activities in Canada, International Marine Organisation standards and guidelines and national standards, policies and guidelines. The SP must also manage the resources of the SAR Division, negotiate and establish MOUs and partnerships with partners such as local authorities and the US Coast Guard and manage the analyses of risks and needs related to the delivery of SAR programs.

Impact

Decisions and recommendations of the SP impact on the quality and effectiveness of the regional SAR program. This includes the provision of services, regional policies, strategies, standards and procedures.

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exercises, technical training, evaluation, the Inshore Rescue Boat program, the SAR specialists program and the activities of the Auxiliary Coast Guard. Consequently, all decisions made have an impact on the capacity of the CCG to ensure the saving of human life, minimizing injuries and property damage to persons working on or traveling on waters where CCG has regional responsibility. Decisions influence the development of national policies when participating in the development of national guidelines, policies and standards. In addition, decisions and recommendations impact on the resources of other DFO programs and the development of effective relations with the different participating organisations and stakeholders when establishing partnerships, agreements and MOUs.

> BM 14, Regional Manager, Investigation and Control, degree 3, where decisions and recommendations influence the effectiveness and efficiency of the investigation and control program in the region, on the development of regional and national policies as well as on the nature and scope of the control program. Decisions also result in the prosecution of claimants or employers for fraud. As for the BM, recommendations of the SP also influence the development of national policies, standards and guidelines and the effectiveness and efficiency of the program in the region. However, SP's decisions and recommendations have a higher degree of impact because they influence the relations with participating partners and stakeholders such as the Canadian Armed Forces, the US Coast Guard, RCMP, Transport Safety Board of Canada, as well as on the regional capacity of the CCG for the saving of human life, minimizing injuries and property damage to persons working on or traveling on Canadian waters.

= BM 6, Manager, Winnipeg District, degree 4, where recommendations have an incidence on regional policy, systems and operational procedures, national policy and pilot projects and district priorities. Decisions also influence the quality and quickness in customs services provided, on the work of 104 person-years, on the effectiveness of law enforcement activities, on administrative fees paid by importers as well as on the use of resources and facilities leased or owned by Customs. As for the SP, decisions and recommendations influence the formulation of national policies, standards and guidelines when participating in such initiatives, on the effectiveness of the regional SAR program and on the relations with the various partners. Although the SP does not manage resources as important as the BM, decisions have incidence on the capacity of CCG to prepare for emergencies and respond SAR activities to ensure the saving of human life and minimizing of injuries and property damage. Consequently, the interdepartmental classification committee judged that the SP's decisions and recommendations have a degree of impact equivalent to the BM.

Operational Responsibility	Degree D1	Points 60
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Nature of responsibilities

The SP must manage the human, financial and material resources of the SAR Division in the region, which may include up to 39 person-years, with a subordinate supervisor. This encompasses the following responsibilities: planning and administration of human resources, supervision and operational direction of employees through one subordinate supervisor, the development of human resources plans on recruiting and training, performance evaluation of employees through a subordinate supervisor, the promotion, succession plan, resources distribution plans and delegation of authorities to the Regional Supervisor, Maritime Search and Rescue. The SP also constitutes the first level of the grievance procedure and has the authority to take required disciplinary actions.

> BM 3, Office Manager / Adjudicator, Passports, degree C, where responsibilities include work distribution and coordination, the continuous monitoring of operations at each step to control the quality and meet established delays, the provision of advice and guidance to employees, continuous performance evaluation of employees and participation in the formal staffing process. The nature of responsibilities of the SP is superior to the BM because it involves more than distributing and coordinating the work, providing advice and guidance and evaluation performance. The SP must manage the SAR Division, including the development of human resources plans on recruiting and training, performance evaluation, disciplinary actions, promotion, succession plan, resources distribution plans and delegation of authorities to a subordinate supervisor.

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< BM 4, Director, Compliance Division, degree E, whose work requires establishing standards of enforcement and performance, the assessing the effectiveness of the program utilization of resources, providing of functional guidance and investigative direction to headquarters and regional concerning criminal infractions, ensuring that the provision of control services complies with standards and the direction of the development and presentation of educational exercises. The SP is at a lower level since he must manage the assessment of the SAR program only at regional level. Moreover, the SP performs his work through a subordinate supervisor located in the same region and does not provide functional advice to regional superintendents, such a role being assumed by the Manager, Search and Rescue, classified at GT-08 group and level.

= BM 2, Airport Manager, Victoria, degree D, whose work is performed through three subordinate supervisors and includes the planning of short and long term human resources needs, employee selection and training, setting of objectives, acting as first level of the grievance procedure and disciplinary code as well as the implementation of the occupational health and safety program. For the SP, the coordination of SAR services is performed through a regional supervisor and the assessment and monitoring of the program is performed by technical specialists reporting directly to the Superintendent. Also, the SP's responsibilities include the direction and monitoring of SAR human resources, including the allocation of resources, planning of human resources, reviewing appraisal reports of employees reporting directly to the Regional Supervisor, recruiting of employees and acting as first level of the grievance procedure. For these reasons, the committee judged that the SP was equivalent to the BM.

Contacts	Degree 3	Points 110
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The SP must represent the Region or Department and provide advice on SAR procedures and policies, by arranging partnerships, agreements and MOUs with other organisations and stakeholders, assist the Canadian Auxiliary Coast Guard with their annual activity plans to ensure that CCG's priorities are considered and participate in forums such as the Canadian Marine Advisory Committee and other regional meetings with stakeholders and interdepartmental meetings.

> BM 3, Office Manager / Adjudicator, Passports, degree 2, where the work requires the exchange of additional information with the RCMP, municipal police forces and public prosecutors of provincial governments to solve complex issues and urgent matters. Work also requires the provision of advice on other possible options or solutions to applicants and special interest groups. Like the BM, the SP requires the provision of advice on SAR procedures and policies to other organisations. However, the SP must also establish partnerships, agreements and MOUs with key stakeholders such as National Defence, Transport Canada, RCMP, provincial and municipal police, as well as operational services of the Coast Guard. For example, the SP may be asked to negotiate an agreement with certain municipalities for the purpose of defining the level of service provided by local authorities, such as firefighting, ambulance and police in emergency situations.

< BM 23, Chief, Corporation Assessing, degree 4, where the work requires consulting senior officers of the federal or provincial governments to negotiate the interpretation and application of proposed fiscal measures and their administrative feasibility, resolve mutual problems and negotiate the utilisation of departmental resources and facilities. Unlike the BM, the SP does not have to negotiate agreements on the interpretation of national and international policies and acts concerning the SAR program. The SP must mostly negotiate agreements and MOUs with other federal departments, volunteer organisations and the US Coast Guard to ensure a level of service in compliance with the national and international requirements of the SAR program.

= BM 2, Airport Manager, Victoria, degree 3, where the work requires consulting regional representatives for the purpose of ensuring the provision of airport utility services and coordinate the provision of emergency services. There is also a requirement to communicate with representatives of other federal

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departments such as CCG, concerning shared facilities and maintenance. The work requires negotiating with users, franchise holders and maintenance contractors. The committee judged that the SP is equivalent to the BM because of the requirement to meet with representatives of other departments and outside organisations. The SP must negotiate MOUs with different CCG services, local and provincial authorities and the US Coast Guard concerning the maintenance of corresponding facilities and equipment, levels of service and role of all partners during incidents.

Whole Job Comparison

The SP is comparable with BM 2, Airport Manager, Victoria evaluated at group and level PM-05 (257-223-90-110) where functions are involved in the field of security. Despite of the fact that both positions require a similar degree of knowledge of general administration principles, the SP was rated higher than the BM on « Programs and Specialized/Technical Knowledge », since it requires an in-depth knowledge of a larger legislative and regulatory framework of the managed program, including standards of international organisations involved in the field of SAR. As for the element « Impact » of the « Decision Making » factor, the SP was rated higher because decisions and recommendations made by the SP have a larger impact than the BM, where decisions and recommendations mostly impact on an airport, its operation, user security, resources and profitability. For the SP, impacts are on the effectiveness and delivery of the regional SAR program and the formulation of national policies and standards. The SP was rated lower for the factor « operational responsibility » since the BM must manage a more complex organisation including 21 contract employees such as commissioners, parking attendants and police officers through three subordinate supervisors providing maintenance services of 11 remote sites. For the factor « contacts », both positions were given the same rating because contacts are required for the purpose of concluding agreements and obtaining the commitment of other departments and organisations.

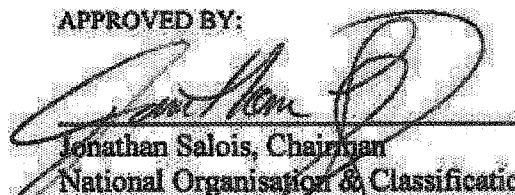
Summary

Factor	Degree	Points
Knowledge	D3	312
Decision Making	C4	255
Operational Responsibility	D1	60
Contacts	3	110
Total		737 PM 06 (721 - 1000)

GROUP AND LEVEL:

PM-06

APPROVED BY:



Jonathan Salois, Chairman
National Organisation & Classification Advisor
Organisation and Classification Centre of Expertise
Department of Fisheries and Oceans


Date

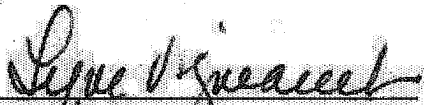
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Lucie Larochelle
National Team Leader
Organisation and Classification Centre of Expertise
Department of Fisheries and Oceans

9/09/2005

Date



Lyne Vigneault
Senior Human Resources Advisor
Classification and Organisation Design
Transport Safety Board of Canada

12/09/05

Date

Purpose of the Position//But du poste

The position is situated in the Fisheries and Aquaculture Management Sector, Conservation and Protection Branch, in a Regional Office responsible for the implementation, coordination and administration of an assigned portfolio in support of the compliance and enforcement objectives of the Division.

Group Allocation //Allocation du groupe

(Canada Gazette du Canada, Part/Partie I, March 27 mars 1999)

(Table of/de Concordance, Canada Gazette du Canada, July 17 juillet, 2004, retroactive/rétroactif to/au March 18 mars 1999)

The subject position (SP) meets the definition of the Program and Administrative Services (PA) Occupational group, and inclusion 2 “*primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public*” as the SP provides corporate functional direction and management of various programs that support the enforcement and conservation of the fisheries and fisheries habitat. Examples of SP’s portfolios are the management of the At Sea Observer, Air Surveillance, and Dockside Monitoring, Fishery Guardian and Fisheries Officer Recruitment programs. Management of these programs include planning of recruitment strategies, operational planning and implementation, and monitoring the effectiveness and efficiency of program delivery as it serves the Canadian public.

No exclusions apply

In accordance with the above and with reference to the Table of Concordance, the SP will be evaluated using the Programme Administration (PM) classification standard.

Knowledge//Connaissances

Degree/Degré C2

Points 224

The SP requires knowledge of an extensive body of rules and procedures and knowledge of concepts and methodology of enforcement activities and equipment in order to plan compliance and enforcement missions, provide direction and training to operational personnel, and to adapt or develop guidelines to a regional operation. Knowledge of Regional and National C&P mandate, legislation, policies, business priorities, and responsibilities is required in order to provide interpretation and direction to field units and to advance the departmental mandate with internal and external clients and partners. Knowledge of data collection, management and analysis is required in order to assess service delivery and provide input into operational team and strategic plans.

SP requires knowledge of financial and procurement policies to purchase and maintain an inventory of equipment and uniforms, to check invoices and to sign off section 34 spending authority for its’ respective budget. Requires knowledge to implement and monitor the terms of contracts for third party service providers and have a good knowledge of computer systems for data analysis and reporting purposes. Knowledge of training methodology and techniques is also required.

Program and Specialized/Technical

> BM 19, Insurance Agent II, at degree B, which requires knowledge of UI Act and regulations, and other labour related legislation, jurisprudence, directive, and guidelines in order to adjudicate UI claims for benefits whereas the SP requires an in depth knowledge of legislation and regulations and related policies etc. in order to manage a compliance program(s) and to provide direction and interpretation to operational personnel. BM requires specialized knowledge in interviewing and investigative skills whereas the SP requires a greater breadth of specialized knowledge in the enforcement field where technology, techniques and case law is ever changing.

Scope

> BM 20, Immigration Examination Officer, at degree A where decisions are made within the framework of established regulations, policies and procedures. Initiative and judgment are required in interviewing persons seeking admission to Canada, assessing, validating, and providing information that is easily available. The SP operates in a broader framework where past practices and guidelines direct the decision making but at times is required to adapt these to a regional setting or a particular situation (i.e. authorizing access of third parties database information) in the absences of national policy or direction. Initiative and judgment is exercised on complex issues such as the scheduling of missions, in line with funding availability and in accordance with C&P priorities but where partners, stakeholders and departmental staff challenge these priorities.

< BM 11, Chief, Verification & Collections Hamilton, at degree C, where the BM position has greater scope in recommending changes to departmental legislation and policies for the taxpaying public. Initiative and judgment are required in the enforcement of complex cases that have been referred to senior management by taxpayer and their representative whereas the SP consults with the Chief on cases of complexity and makes recommendations to Chief on policy matters affecting the Region.

= BM 17, Benefit Programs Officer, at degree B, where decisions are made in monitoring the efficiency and effectiveness of local operations, activities of the Boards of Referees and the quality of investigations and adjudications. Initiative and judgment are required in identification of problems, operational trends, training requirements and ways and means of resolving problems and improving service to the public. Equally the SP makes decisions on quality of service delivery, including staff performance, the allocation of resources and the usefulness of the data collected with respect to attaining C&P objectives. Initiative and judgment are required in identification of adequacy of policies, or identification of other problematic issues and taking corrective action or making recommendations to senior management.

Impact

SP's decisions impact on the quality of program(s) or activities implemented (i.e. Observer programs for Enforcement Division) which has resourcing implications. Direction provided by SP to field personnel in the way of legislative or policy interpretation on the assigned portfolio impacts on the operational activities.

> BM 1, District Estates and Membership Officer, at degree 1, where the decisions impact on the effectiveness of own work, and those of executors and administrators which impact on those entitled to assets of an estate. SP decisions have impact on a greater client base and on a natural resource, as well as on staff and external parties within a region that are provided with direction and guidance.

< BM 8, Chief, Passenger Terminal Operations, at degree 3, where decisions impact on a broader program (Airport Terminal) through greater scope on operations which affect client satisfaction, revenue and legal charges, whereas the SP affects delivery of narrower program (portfolio/program). BM decisions and judgment has more of a direct impact on a larger client base (travelling public, importers, customs broker, airline carrier companies) whereas SP directly impacts on a smaller segment of the population (Fishers, OGD, Dep't employees).

= BM 17, Benefit Programs Officer, at degree 2, where both the BM and SP make decisions in the interpretation of legislation and policies and monitoring performance which affect the efficiency, effectiveness and quality of their respective operations across the region. The BM has a direct impact on clients (unemployed public) as a result of claims adjudication whereas the SP has an impact on Fishers (data collected in support of opening and closing of fisheries, violation charges), departmental staff and other governmental staff on meeting their priorities which impact on the fisheries resource.

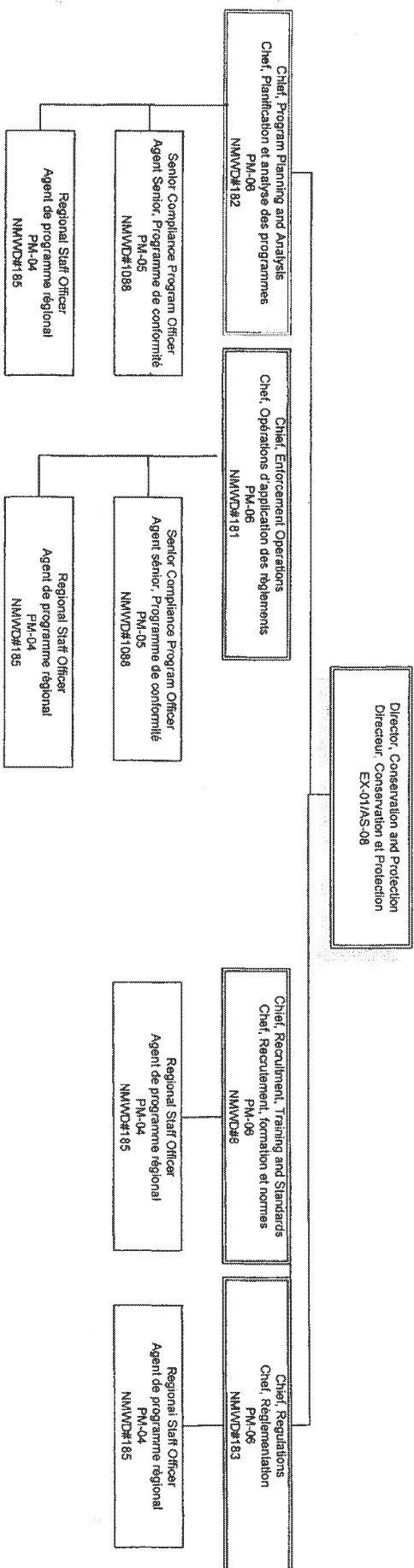
Internal and External Relativity // Relativité interne et externe

For internal relativity purposes, the SP is comparable to the subject position to position 741 Conservation and Liaison Officer in Newfoundland region which is classified at the PM 04 group and level. Both positions report to a PM 06, Chief in the C&P Division in a Region and are responsible for one or more control programs, ASP and /or ASOP. The main focus of these two positions is to develop operational plans for the delivery of the programs in a manner that accounts for efficient resource utilization, priorities and political implications. Data management is a large component of these positions as program assessment and analysis is required for ongoing program review recommendations to senior management and industry. Decisions made with respect to the utilization of funding and assistance from the Chief is sought if the priorities go beyond the funds available. The impact to their respective region is the same in that it impact regional policy and resources.

External Relativity was not available.

A detailed Relativity Study Report is available on the master file.

Fisheries and Aquaculture Management
Conservation & Protection
Gestion des pêches et de l'aquaculture
Conservation et Protection



N.B.

In the absence of NMWD 181 or 182 in the organizational structure, model #1088 will directly report to Director C&P.

En l'absence des modèles 181 ou 182 dans la structure organisationnelle, le modèle #1088 se rapportera directement au directeur C et P.

Application Org. Chart.

National Structure approved by A/ADM FAM, Aug. 2009

Organigramme d'application
Structure National, approuvée par SMA interim GPA, août. 2009